



PERFORMANCE MANAGEMENT RATING CALIBRATION – A BEST PRACTICE

Across management teams, discuss methods to increase fairness and consistency in branches or regions. Topics may include:

- **Rating scale.** Discuss rating level definitions for [work objectives and core competencies](#). What do they mean in your business context? Agree on responses to key questions:
 - What evidence are you relying on to assess work objective indicators and competency behaviours?
 - What does it mean to show strong results? Discuss cases at top of rating scale.
 - What does it mean to be well-below? Discuss cases at bottom of rating scale.
 - What is the difference between “succeeded+” and “surpassed”?
 - Is it possible to partially meet one objective or one competency, but still receive a “succeeded” or “succeeded+”? If so, under what circumstances?
 - Are there other examples available for each rating based on your business context?

- **Specific cases.** Discuss cases that consistently raised questions or presented a divergence of understanding. For example, agree on how to approach the following situations:
 - **The new employee:** to be treated as any other long-standing employee. It is reasonable to expect that they would be able to meet work objectives and competencies.
 - **Everyone should be satisfactory:** This idea reflects “central tendency bias”: the predisposition of some managers to consider all their employees in the “center” of a rating scale. This tendency downplays the achievements of exceptional employees, and denies performance support to those who might need it.
 - **The Bell Curve:** belief that ratings should reflect a bell curve or some other form of forced distribution. Ratings should be based on concrete work results and demonstrated competency behaviours.
 - **Competencies embedded in work objectives:** Discuss this issue and ensure you have a common understanding of how to separately assess core competencies. This is a Performance Management Directive requirement.
 - **Situations that arrive frequently in your business context:** Discuss any other situation that needs to be addressed consistently and fairly; and reach agreement on how to address them.

- **Business goals.** Agree on how they could impact ratings at year-end, by answering key questions:
 - Are there emerging business issues?
 - Are we on track?
 - Do we need to make adjustments?
 - What is the accountability of employees?

