

Manager Checklist for Calibration Session

A. Before the calibration session, ensure that you:

1. Assign preliminary ratings per the guidelines.
2. Share the preliminary ratings with your HRBP/facilitator of the calibration process.
3. Collect concrete behavioral examples and data-based evidence to justify ratings.

B. During the calibration session, ensure that you:

1. Remain vigilant of potential bias to prevent them as much as possible (pay attention to examples of potential biases).
2. Adhere to the code of conduct.
3. Keep your presentation relatively short to allow adequate time for discussion.
4. Actively participate during the discussion and mandatorily share your views if you have worked before with the employee whose rating is being calibrated.
5. Challenge other managers' rating when
 - Your experience of working with the employee does not align with the rating,
 - No concrete evidence is provided,
 - The evidence provided does not support the rating, or
 - You sense any potential bias.
6. Remain non-defensive and respond objectively to questions with concrete evidence.

C. After the calibration session, ensure that you:

1. Document recommendations and changes discussed.
2. Make changes (if required) and share final ratings with your manager.
3. Share notes regarding accomplishments, strengths, and development needs of your direct reports.
4. Reach out to your HRBP if you have any queries on the post-calibration activities.