

A guide to performance calibration



Introduction

This guide has been designed to give you an understanding of what calibration is all about and how we do it.



Why do we calibrate?

Calibration is all about managers coming together to talk about colleague performance and ensure that the ratings are applied consistently and fairly

- Managers can look at their colleague's performance and give a clear and consistent rating. It means that you can manage, develop and reward your colleagues fairly
- Everyone involved in the calibration are clear on what the ratings look like
- Managers and colleagues have a shared responsibility to have regular performance conversations, share information and feedback throughout the year in 121's, reviews and in day to day discussion - calibration should reflect these discussions

Getting ready to calibrate



Preparation

This section is intended for Managers who will be attending calibration meetings to discuss their team's performance.

Before you attend the calibration meeting, make sure that you:

- Review the rating descriptors
- Reflect on the whole period for each colleague, referring to goals, mid-year review (if applicable) and 121s - think about what the colleague has achieved and how they have gone about it
- Use this information to prepare a few summary notes and apply a rating for each colleague

Keep in mind that calibration is not a talent session nor a discussion of potential, so the focus should be on thinking about performance for the whole period and applying a rating that reflects this.

Time to calibrate

In the meeting:

1. To keep things easy, go through the grades one at a time and think about examples of what you would expect to see at each of the rating levels – consider both the ‘what’ and the ‘how’.
2. Then display the ratings and where colleagues have been positioned against them e.g. on a whiteboard, or laid out on the table.
3. Give everyone a chance to review the ratings and reflect on where people have been positioned.
4. If anyone is unsure about the rating for a colleague then they should jot down some specific feedback about what exactly they have observed that would suggest that this should be a different rating.

The following questions may help to structure the feedback:

- Did this happen on one occasion or is it a more regular occurrence?
 - Did these things happen in the past 12 months?
 - Has the colleague had the feedback? If so, how have they responded to it?
5. Using the specific feedback, discuss whether this means that any changes should be made to the colleague’s rating.

Remember - the only people commenting on colleagues’ performance are those who have had direct contact with that colleague or who have been impacted by the work that they have delivered. All input should be based on fact and direct experience rather than personal opinions.

It’s really important that line managers take accountability for both owning the rating and sharing back any relevant feedback from the session with a colleague to aid their development going forward.



Performance ratings

Outstanding – consistently incredible performance

‘What’: the role and goals

- Colleague has consistently and significantly surpassed the requirements of their role and all of their goals
- Consistently exceeded all goals and role requirements at a significantly higher level than expected for the role
- Colleague has added significant additional value to the Co-op
- Delivered success in unexpected ways/areas.

‘How’: Ways of Being Co-op

- In delivering in their role and achievement of goals, the colleague is recognised both inside and outside of their team (and possibly business area) as being an exceptional role model for our Ways of Being Co-op in everything they do
- Inspires and influences other colleagues to demonstrate our Ways of Being Co-op.

Overall

Colleague has made an exceptional contribution and added significant additional value to the Co-op. Is recognised for significantly exceeding the standards associated for their role, all of their goals and is recognised as being an exceptional role model of our Ways of Being Co-op. Inspires and influences other colleagues to demonstrate our Ways of Being Co-op.

Exceeding – consistently great performance

‘What’: the role and goals

- Colleague has consistently surpassed the requirements of their role and all of their goals
- Consistently exceeded all goals and role requirements at a higher level than expected for the role
- Colleague has added additional value to the Co-op and gone the extra mile.

‘How’: Ways of Being Co-op

- In delivering in their role and achievement of goals, the colleague is recognised both inside and outside of their team as being a role model for our Ways of Being Co-op in everything they do.

Overall

Colleague consistently surpasses the requirements of their role and all of their goals. Have added additional value to the Co-op and gone the extra mile. A role model for demonstrating our Ways of Being Co-op in everything they do.

Achieving – consistently good performance

‘What’: the role and goals

- Colleague has consistently delivered the requirements of their role and achieved their goals with little guidance and support
- The requirements of their role and goals have been fully met to the standards associated with this including measures such as quality, time and cost.

‘How’: Ways of Being Co-op

- In delivering in their role and achievement of goals, colleague has consistently demonstrated our Ways of Being Co-op in everything they do
- They are working on becoming stronger in how they demonstrate these for themselves and within their team.

Overall

Colleague has made a consistently strong contribution to the Co-op in their role and through the delivery of all of their goals. Consistently met the expectations of the role. They are recognised as someone who consistently demonstrates our Ways of Being Co-op in everything they do.

Partially achieving - varied performance

'What': the role and goals

- Colleague has achieved some but not consistently all of the requirements of their role and goals and may at times have needed some support
- They may have achieved some of the requirements of their role and/or goals to the standards associated with this including measures such as quality, time and cost.

'How': Ways of Being Co-op

- In delivering in their role and achievement of goals, colleague mostly demonstrated our Ways of Being Co-op but on some occasions may not have or may have needed some support.

Overall

Colleague has delivered some but not all of the expectations of their role and goals. Mostly displays our Ways of Being Co-op, but on some occasions may not have. They may be developing in their role to meet the standards needed in both the 'what' and/or 'how' of their performance.

Unacceptable - underperforming

'What': the role and goals

- Colleague has shortfalls against all or many aspects of their role and goals
- Their contribution has not met the expected standards associated with this including measures such as quality, time and cost.

'How': Ways of Being Co-op

- In delivering in their role and achievement of goals, colleague has not demonstrated our Ways of Being Co-op in the way they work.

Overall

Colleague has not achieved the expectations of their role and goals and/or have not demonstrated our Ways of Being Co-op in how they work. Colleague has required additional management support and direction to improve.