****

**The Purpose of the Talent Review Meeting**

**Talent Review Board Non-Exempt Day 1-2**

HR, Manager #1, Manager #2, Manager #3, Manager #4, Manager #5, Manager #6, Manager #7, Manager #8, Manager #9

**Purpose of TRMs**

* Ensures the fairness of the process by calibrating the scores of every employee in the organization.
* Removes the pressure managers feel to inflate or deflate the ratings of direct reports.
* Ensures the end results reflect a shared expectation of performance since supervisors often have different expectations for their people and interpret standards differently.
* Reduces evaluation biases by forcing supervisors to justify and defend their decisions to their peers.
* Increases employee perception that the process is fair.
* Allows the organization to develop a succession plan with more complete performance information and data on each employee.
* Assists managers by providing suggestions and guidance to Reviewing Manager on how to present PA to employee or how to deal with any other issues or concerns.

**Evaluation biases to look out for**

* *Halo/Horns* - where you either like or dislike the person which results in generalizing every part of their performance based on your positive or negative feeling.
* *Recency* - evaluating the employee on their most recent behavior or performance. It can go both ways – good and bad. A great performer recently made a mistake which negatively colors their scores. Or a poor performer does something great and their past performance is forgotten.
* *Leniency* - where a supervisor gives everyone on their team a high rating
* *Similar to me* - This is a tendency to positively rate those employees who are similar to us.