

Making Performance Management More Equitable

HRD: A Virtual Experience
April, 2021



Welcome and Intro



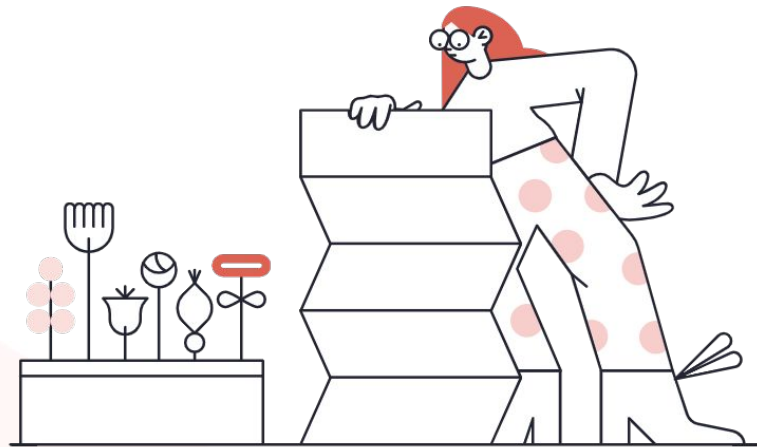
Julia Markish

Director of Advisory Services, **Lattice**

What is an “equitable” company?

Building a more equitable company means **building an organization where everyone has an equal shot at success.**

Representation and hiring is important, particularly at senior levels. But what really determines equity is **how fair and objective your processes are.**



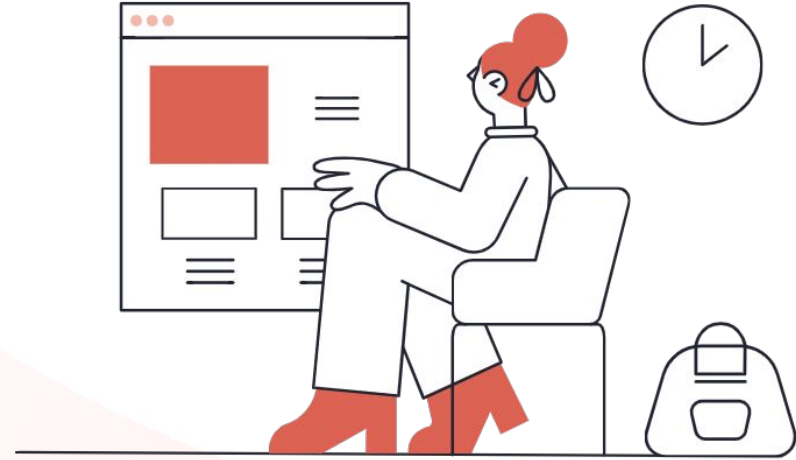
Why Equity Matters

Having a **strong sense of opportunity and fairness** were the biggest predictors of employee retention.

— McKinsey and Lean In study

67% of workers believed diversity, equity, and inclusion (DE&I) were critical factors when considering whether to join or leave a company.

— Glassdoor survey



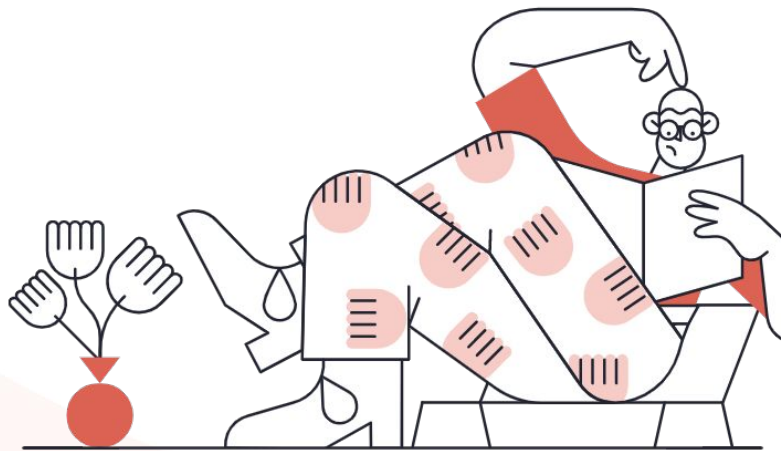
Performance reviews are riddled with bias

62%

Of the variance in ratings was based on who is the reviewer

21%

Of the variance was due to actual variation in performance



Tips for making reviews more equitable



TIP #1

Center reviews around
agreed-upon **focus areas**.



TIP #2

Align on **expectations** for
those focus areas **well**
before the review.



TIP #3

Use a **5-point** scale if you're using ratings.



TIP #4

Open reviews by emphasizing an employee's **strengths**.



TIP #5

Share what went well — and
what didn't — using very
specific examples.



TIP #6

Combat bias in promotion/reward decisions by using **one form** to compare ratings.



HR's Guide to Making Performance Management More Equitable

 Lattice | 

Julia's Takeaway

Equity starts
with **specificity**

Thank you!