

Toward More Equitable Performance Management Systems

Resource List

NALP AEC 2025

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“Bias Interrupters, small steps, big change: Tools for Meetings.” Equality Action Center, 2024. <https://biasinterrupters.org/wp-content/uploads/2022/12/Bias-Interrupters-Tools-for-Meetings-Full-Toolkit-with-citations.pdf>

“Bias Interrupters, small steps, big change: Tools for Performance Evaluations.” Equality Action Center, 2024. <https://biasinterrupters.org/wp-content/uploads/2024/03/Bias-Interrupters-Tools-for-Performance-Evaluations-Full-Toolkit-no-citations.pdf>

“Calibration 101: Why do managers and supervisors hold calibration meetings?” University of California, Davis, <https://hr.ucdavis.edu/performance-appraisals/supervisor-resources/calibration>

Khan, Raafiya; Korn, Rachel M., Williams, Joan C. “How Calibration Meetings Introduce Bias into Performance Reviews.” Harvard Business Review, January 5, 2024. <https://hbr.org/2024/01/how-calibration-meetings-introduce-bias-into-performance-reviews>

Miller, Stephen. “Improving Performance Evaluations Using Calibration.” SHRM, May 23, 2014. <https://www.shrm.org/topics-tools/news/benefits-compensation/improving-performance-evaluations-using-calibration>

Noori, Rebecca. “Performance review calibration: 7 best practices to create a fair feedback process.” Small Improvements, 2024. <https://www.small-improvements.com/blog/performance-review-calibration/>

Test, Lyssa. “The How and Why of Performance Review Calibration.” Lattice, December 13, 2024. <https://lattice.com/articles/the-how-and-why-of-performance-review-calibration>

Test, Lyssa. “Performance review calibrations: What you need to know.” Culture Amp, August 12, 2021. <https://www.cultureamp.com/blog/performance-review-calibrations>

Williams, Joan C., Mihaylo, Sky. “How the Best Bosses Interrupt Bias on Their Teams.” Harvard Business Review, November-December 2019. <https://hbr.org/2019/11/how-the-best-bosses-interrupt-bias-on-their-teams>