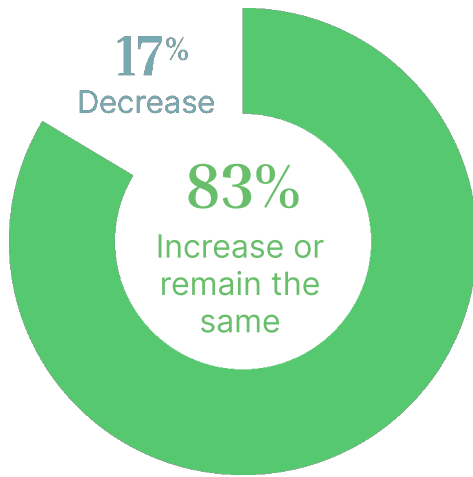# A Guide to Global, Remote Talent Reviews

17%
Decrease

83%
Increase or remain the same

With more than 1 in 4 tech workers (27%) being remote, and 83% of enterprises saying that number will increase or remain the same over the next 6 months, it's clear that remote work is here to stay. But how do you conduct talent reviews for a remote workforce? This guide will walk you through the key phases of the Talent Review process.

1.

Do the prep work

Align with your leadership team on the criteria and goals of your talent reviews.

Goals can include:

- Identifying top talent and retention risks
- Identify problem areas and discuss solutions
- Review low performers and ensure performance is addressed accordingly

Criteria can include:

- Performance - What (meeting goals, targets and KPIs)
- Performance - How (applying your values and competencies)
- Criticality of Talent
- Criticality of Role
- Potential
- Retention Risk

Performance (What)

Top Performer
Good Performer
Inconsistant Performer
Low Performance

Performance (How)

Top Performer
Good Performer
Inconsistant Performer
Low Performance

Criticality (Role)

Critical
Core
Non-essential

Criticality (Talent)

Critical
Core
Desirable

Potential

High
Medium
Low

Retention Risk

High
Medium
Low

2.

Formalize your approach

A consistent approach to evaluating performance across teams is necessary.
Ensure the criteria being reviewed connects with your business context and needs.
See our recommended evaluation template below for a distributed organization.

Review One:

View	Assumption	Check
Critical Talent v Retention Risk	We are at risk of losing critical knowledge or skills that will have a negative effect on enterprise-wide operations.	Is the talent really critical? What actions are needed to share the knowledge or add the skills? How do we reduce/manage retention
Critical Role v Performance	The impact of a low performer in this role could have an outsize impact on the business	Is the role really critical? What actions are needed to improve performance? Do we have a successor?

Review Two:

View	Assumption	Check
Top Performance v Retention	We want to retain, engage and help our top performers progress	What can we do to reduce the attrition risk?
Performance v Potential	We want to retain, engage and help our top performers progress	Do we understand what people want next for their careers? How do we help our HiPo population achieve this? Any inconsistent performers with high potential - how do we help them improve their performance?
Low and Inconsistent Performance	We hold our employees accountable to our expectations and their goals.	Do we have plans in place to manage people up (PIPs, setting clear expectations, coaching plans, documenting feedback)?

This gives you the opportunity to identify top performers and strengths, but also any gaps that you may have and need to be addressed.

3. Calibrate team performance

On a call with the leadership team and People Business Partner, review the data using the format above. Leaders are responsible for:

Giving an overview of the employees in their departments	Giving feedback for the employees in other departments	Challenging or supporting the results as they see fit

4. Compare results & take action

Address specific actions that may have been flagged during the calibration session. They are generally aimed at:

- Reducing retention risk
- Specific actions for top and low performers (to ensure your engaging and leveraging top performers while providing the necessary help needed for low performers)
- Reducing the criticality of role and talent (decreasing your teams' risk)
- Part of this is understanding the skills needed for the role and making sure to cultivate them in other roles or talents.

Specific Actions
for Top Performers and Low Performers

Reduce
Retention Risk

Reduce Criticality
a Role and Talent

5. Leverage tools like Qualified.io assess team performance

Qualified.io uses an evidence-based evaluation process that produces data that signal skills-based proof that the candidate can problem solve, make technically knowledgeable decisions, and has the soft skills to fit the role and company culture.

Qualified assessment platform provides IT organizations the ability to create upskilling and reskilling programs to train existing developers on enhanced skills that are in higher demand.

Learn how to scale your global tech talent strategy at andela.com.

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