

Performance Review Process Overview

As part of a Company's business strategy, we know that it is our people who make the difference. By looking at how people are achieving their objectives as well as what they have done to achieve them, we can create a transparent and clear framework that our people can use in their development journey.

The outputs of the Performance Review will feed into the Succession Planning process where we assess our talent needs for the future and put plans in place by reviewing performance and potential of everyone in the company.

You and your Line Manager will meet annually to review performance, agree objectives for the year ahead and put a development plan in place. Additionally, you will meet at least once more during the year to review progress on objectives. These meetings are in addition to regular one to one discussions and team updates.

Why have reviews?

The Company

- Understand the performance of every individual against the expected standards
- Create clear company objectives that can be cascaded through the business
- Understand full training and developmental needs
- Be able to recognise outstanding performance

You as an individual

- Discuss your progress
- Explore opportunities
- Build on strengths
- Challenge your ambitions
- Develop skills to 'raise the bar'
- Career conversation

Managers

- Review achievement against objectives
- Provide constructive feedback
- Help to identify developmental needs
- Monitor standards
- Agree expectations and objectives

Getting ready for a review

Discussing performance gives the individual and manager the opportunity to:

- Discuss what is expected of them
- Set the standards and objectives required
- Communicate openly
- Motivate
- Develop
- Review, reward and recognise performance

The review process provides the platform for development and motivation, in order to build on confidence levels and get the best out of the individual.

They enable line managers to regularly keep a check on how the team is performing and discuss future aspirations and further development areas, through a positive experience.

Where to start?

Complete the self-review form. You should look back at the objectives set in the previous year and review yourself against the agreed measurement of success. Each objective is then rated on a 4-point rating. This needs to be done honestly. The rating for objectives is:

Objective Rating	Measure
4 – Outstanding	The objective has been achieved to such a level that it has delivered either cost saving/ radical process improvement resulting in quantifiable time saving. This is not just going over and above, this is making a considered and consistent contribution to the Company. This is achieving 150%
3 – Over-Achieved	The objective has been achieved to a level not expected so it exceeded the expectation at the time of the objective being set. This is achieving 120%
2 – Achieved	The objective has been achieved at the level, time and standards expected at the time of the objective being set. This is achieving 100%
1 – Not Achieved	The objective has not been achieved. This does not mean you have not progressed towards it but the achievement has not been met. This is less than 100%

The completed self-review form will then be discussed in the meeting and the final objective rating agreed with your line manager.

The review meeting

This is a joint meeting for both the individual and the manager. It should be a safe environment with open communication. It is important to remember that each of us own our own development, so you will lead the discussion on the review, not your line manager. You will walk through each of the skills and discuss the examples you have provided, and the proposed standard achieved.

Your line manager will give you feedback on each of the examples of your skill, the standard achieved and the key development areas for you (this can also mean working on strengthening areas you are already good at).

Format of the meeting

The meeting will start in Section 1, with a review of last year's objectives and agreement on a rating as detailed in the green box above.

Section 2 is a general review of the last 12 months.

Section 3 is where the objectives for the next 12 months will be agreed; and this will feed into Section 4 which is the development plan to support your achievement.

Section 5 is interested in understanding your future career aspirations.

Section 6, is where the year as a whole will be rated against the Performance Review Ratings detailed below:

Performance Review rating	Descriptor – Quality and Consistency
Outstanding	I demonstrate skill in a way which is seen as exemplary, setting a benchmark for others to follow and I am seen to do this consistently
Above Standard	I demonstrate skills in a way that is beyond the requirement of my role and I am seen to do this consistently
Company Standard	I am able to demonstrate skills in delivering my responsibility and I am seen to do this in a consistent way and I actively seek to continuously improve
Below Standard	I can demonstrate skills, though I demonstrate them inconsistently or I am unable to demonstrate the skills

Setting objectives for the next year

The employee and line manager should agree the specific objectives that will enable the employee to meet the required performance in their current job, and that will enable the employee to achieve readiness for the next job level/type, or if no particular next role is identified or sought, to achieve the desired personal growth or experience. Objectives should be considered in line with the Company vision and business strategy.

Objectives need to have the following features:

- Clearly defined outputs (e.g. volume increased, new system introduced) with timescales for achievement
- Clearly defined measurement of success (e.g. KPI's, customer feedback reports, financial reports)
- Be clearly understood and accepted by the employee as relevant to their role, and achievable
- Be stretching to achieve and require effort beyond day-to day-activities in the role
- The mid-year review is an opportunity to review and update the objectives. Any changes should be agreed and updated on the objectives form

All objectives need to be SMART – specific, measurable, achievable, realistic, time-bound. These criteria will help you make your objectives effective:

- **Specific** – the clearer you can be about your objective the easier it will be to achieve.
 - Clarify vague words – ask yourself what you mean?
 - Describe conditions
 - Identify the context – where is it going to happen?
 - It may help to break the objective down into more detailed specifics.
- **Measurable** – if your objective can be measured, you can confirm that you have achieved it.
 - Build in a number of ways by which you can tell your objective has been achieved – often objectives can't be measured by just one criterion.
 - Ask yourself "How will I know when I have achieved this?"
 - Use action verbs such as "develop", "participate", "identify", "create"
- **Achievable** - objectives need to be stretching yet achievable otherwise you'll find it difficult to keep motivated.
 - Can I get it done in the proposed timeframe?
 - Do I understand the limitations and constraints?
 - Can I do this with the resources I have?
- **Realistic** – can you realistically achieve this objective to the required standard in the timeframe set – whilst stretching you as an individual?

- Is it challenging? (It should challenge you, but not be impossible)
 - Is it appropriate for you now – in your current role, at your current stage of development/accomplishment?
 - Can you accomplish all of the objectives set?
- **Time Bound** – you need to recognise that some objectives can take longer than a year to achieve and that long-term objectives provide direction, but ideally your performance review objectives should be attainable within the performance period.
- To support longer term objectives, what specific or related components can you set to achieve during this performance period?
- **Inspiring** – Whatever the goal the individual needs to be motivated to achieve it.
- Do I believe it?
 - Do I understand why it is of value?
 - What's in it for me? (this could be skills, knowledge, advancement)
 - Is it something I view as worthwhile?
 - Do I understand the WHY?
- **Evaluate** – Include a review process to make sure the goal is still on track
- What are the steps for success?
 - How do I know I am on the right track?
 - Are there other ways of doing this?

Example: An objective without SMARTIE might read: “Effectively manage XYZ project”. This doesn't tell you how or by when.

This SMART objective is much clearer: “By March, increase skills in delegating responsibilities, setting clear expectations and managing and monitoring budgets in order to effectively manage the XYZ project to my Line Manager's satisfaction, in budget and on time.”