

Employee Guide in Conducting Final Performance Reviews



Purpose of this guide

Purpose of the guide is to assist employees in preparation of Final Performance Reviews with their line manager.

Performance Reviews

The Performance Review Process helps you to:

- ✓ Confirm current performance levels.
- ✓ Reflect on current performance levels.
- ✓ Provide confirmation that you are meeting company expectations.
- ✓ Self assessments, as part of your formal review process, are used to inform talent decisions such as promotions and pay increases.
- ✓ Your feedback gives managers visibility into your professional aspirations, of which they might otherwise be unaware.
- ✓ Self reviews are an opportunity for you to showcase to your managers what you believe are your greatest successes and contributions to the organization.
- ✓ Your insight helps managers identify where they can allocate more resources to improve your skills and performance.
- ✓ A well thought out self assessment, identifying how you could contribute more if certain skills were improved, in addition to highlighting your assets, is a way for you to express a commitment to your organisation.

Our Performance Management Approach

- The JSE applies a non numerical performance management rating scale approach . The intention of this approach is ‘non-punitive’ and is focused on supporting development and maximizing potential through a managed coaching and mentorship ethos.
- This approach challenges the perceptions that performance management is all about “ticking the box”.
- It focuses on the line manager and employee having meaningful conversations, moving away from a quantitative performance discussion to driving qualitative conversations.

Preparing for your Performance Review



Gather Insights

- Ask others regularly about your performance.
- It is a good idea to get these insights before meeting your manager.
- Ask questions using the strength-based approach including:
 - What went well?
 - What could you do even better?



Self-assessment/review

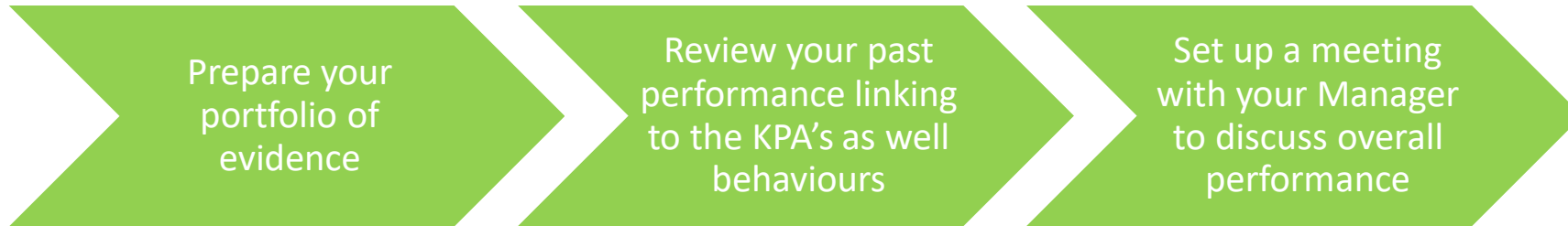
- Complete a self-assessment/review for your objectives remembering to include how you aligned to our behaviors.



Final Performance conversation

- The Final Performance review process includes at least one 60–90 minute dialogue between employee and the manager to recognize the employee's accomplishments of objectives and demonstrated behaviors

Preparing for your Performance Review



Action Steps to Improve Your Self Assessment



Receiving Feedback

Be Open to Receiving Feedback

Effective feedback has benefits for the giver, the receiver, and the wider organization. As an employee, feedback...

... can motivate

... can improve performance

... is a tool for continued learning

... can help me to reach my individual objectives

Receiving Feedback

Do's and Don'ts

- Be receptive and open to receiving feedback
- Listen carefully to what and how it is being said
- Be sure you understand the feedback by asking questions and reflecting back
- Consider the feedback and decide how best to use it
- Express appreciation and follow-up on the feedback with concrete actions
- If you can, take notes as you are hearing the other person's comments
- Do not fail to recognize feedback as an opportunity for growth
- Do not get defensive
- Do not be distracted by the need to explain
- Do not react before listening to the complete feedback
- Ask for specific examples, if you need to
- Always thank the person who has given you the feedback



Conducting the Performance Review

Rate yourself using the below rating scale then discuss your self rating with your manager; however, the manager final rating is the one that will be used for moderation/calibration.

Performance does not meet the standard expected for the objective.	<ul style="list-style-type: none">• P – Poor Performance
Performance is below the standard required for the objective.	I – Improvement Required
Performance meets the standard expected for this objective.	M – Meets Expectations
Performance is much higher than the standard expected of an employee for this objective level.	<ul style="list-style-type: none">• E – Exceeds Expectations
Performance significantly exceeds the standards expected of an employee for this objective at this level.	X – Exceptional Performance (previous letter used “S” has been replaced with “X”)

Discuss the 360 Feedback

360 feedback (Values and Leadership Brand)

- Assess Leadership attributes (for people managers) and values feedback as a preparation for the performance discussion.
- Identify areas of development for the employee in line with the 360 feedback and discuss these.
- Remember the Values contribute to 10% of your overall performance score
- And the leadership brand (for people leaders) contributes another 10% with a combined score of 20% between both.

Self Assessment Do's and Don'ts

Self Assessment Do's and Don'ts

Don't...

- ✗ Provide unbalanced feedback; this is your opportunity to play up your successes, but you should also be candid about areas that need improvement
- ✗ Use generalized or ambiguous language when describing your strengths and development areas
- ✗ Blame your company or manager for your weaknesses
- ✗ Gloss over or ignore areas where you need to improve your skills or performance; your manager is likely aware of them and will appreciate your candidness
- ✗ Be overly modest about your contribution to your organization; this is your opportunity to highlight your successes

Do...

- ✓ Be honest and objective about your skills, commitment to work, and interaction with other employees
- ✓ View the self assessment as a tool to identify development needs in order to improve them
- ✓ Be able to defend to your manager why you believe your self ratings accurately reflect your performance by offering specific examples that illustrate your viewpoint
- ✓ Detail steps that you and your organization can take to improve your performance in areas you believe need improvement
- ✓ Highlight areas where you have exceeded expectations
- ✓ Frame your performance against your impact on organizational or divisional goals
- ✓ Identify areas in your skill set where you need to improve

Don't worry about whether your self assessment will be the same as your manager's assessment of you so long as you can defend your opinion of your performance.

Thank you

Contact your divisional HR Manager should you require further information.