

Performance appraisal and development plan (Version 4)

The scheme outlined here is divided into 5 parts.

A – Performance Objectives: are specific and related to the particular employee’s job. They align with short and longer term objectives of the unit.

B – Performance Behaviours: are ways of working: these describe how the required work gets done and the ways of working which are valued in the organisation. These underpin relationships between individuals in groups and between collaborating groups.

C – Periodic review: sets dates on which appraisal takes place (more than once a year) and provides for employee’s and manager’s comments

D – Formal annual appraisal record: provides a record of employee’s and manager’s comments. This is linked to salary, bonus and promotion.

E – Development plan: All companies wish to develop their staff and everybody would be expected to have a development plan which would identify what training and development they needed and how it was to be provided. The plan would be reviewed annually or more often.

In Part B, Performance Behaviours, choose 3 to focus on what will contribute most to your success in your job. The others are still important but you need to focus on those directly related to improving your performance in your job. Show how (i.e. evidence) you have demonstrated the ‘do’ behaviours and where you have demonstrated any of the ‘don’t’ behaviours.

	DO	DON'T
<p>Performance with integrity. Delivering on promises and being reliable and trustworthy</p>	<p>Deliver promises and commitments on time Acknowledge your biases and stereotypes Be honest open and fair Maintain high ethical standards</p>	<p>Hide mistakes or blame others Withhold or misrepresent information Take undeserved credit Disregard other’s views and opinions</p>
<p>People with passion. Inspiring, motivating, and helping people to do their best work</p>	<p>Approach work actively and energetically Look for opportunities to do more than expected Increase your resilience and productivity Treat other with respect and dignity</p>	<p>Get personal and work life out of balance Give up after a failure or problem Sacrifice quality to meet deadlines Be pessimistic or cynical</p>
<p>Innovation and entrepreneurship. Producing competitive advantage through your ingenuity</p>	<p>Be creative and intellectually curious Look at alternative views Adopt and adapt new practices Talk over new ideas with other people</p>	<p>Avoid challenging work assignments Automatically reject ‘way out’ ideas Give up easily when faced with a problem Think all procedures are already the best</p>

Sense of urgency.

Being flexible, responsible and fast moving; getting the job completed

Set challenging goals
Act decisively to achieve goals
Anticipate possible obstacles
Change plans quickly when necessary

Procrastinate
Over-analyse the information you have
Be disconcerted by a change of plan
Tolerate unnecessary bureaucracy

Commitment and contribution.

Getting everybody to make meaningful contributions and succeed on merit

Seek and value different perspectives
Explore possible collaborations
Listen to others carefully
Offer your own individual view

Demean ideas or input from others
Limit sources of new input
Exclude anybody from contributing
Demean the enthusiasm of others

Accountability for achievement.

Setting and achieving the critical deliverables and being rewarded for superior performance

Accept responsibility for your actions
Facilitate the achievement of goals
Volunteer for new roles
Take initiatives and be persistent

Shift blame to others
Promise things you cannot deliver
Fail to deliver on your promises
Cover up problems or mistakes

Part of the team.

Operating with a common spirit, direction and strategy

Focus effort on benefit to the company
Understand the core business of the company
Help others when they need it
Use healthy and safe work practices

Put self-interests ahead of team interests
Ignore the big picture
Ignore other's problems
Endanger others by your actions or inactions

Self development.

Commitment to continuous learning and development throughout life

Regularly seek feedback on your performance
Take time for reflection and development
Share learning with others
Take opportunities for development

Limit your learning opportunities
Respond badly to criticism
Underestimate your ability to do new things
Be afraid of change or new ideas

Part A: Performance Objectives

Objectives	Critical Objectives	Performance Measures	Accomplishments
List objectives below. <u>What</u> do you need to accomplish this year to meet corporate & business objectives?	Identify up to 3 critical objectives.	List measures for each objective. Be sure measures are quantifiable (measurable in numbers), or verifiable (observable).	In preparation for periodic and annual reviews, describe your progress to date towards meeting each objective based upon your performance measures.
Run assay for presence of X activity in new compounds	critical	Assay 50 compounds provided by drug discovery teams	Overachieved: 64 compounds assayed
Optimise and improve assay for X activity	critical	Investigate medium and effect of cell plate density	Compared hippocampal and cortical cells and validated assay using appropriate statistics
Become proficient with confocal and fluorescent microscopy		Assess ability to carry out procedures independently and produce report	Completed on time
Grow cell lines for screening assays		20 x 96 well plates produced each week	Delivered consistently on time
Investigate potential usefulness of different neurodegenerative models		Carry out literature survey and visit leading university departments	Completed; two universities visited.

NOTE: These objectives are just examples for a laboratory based graduate in a large pharmaceutical company who has just joined the company immediately after graduation. Every job, based in a laboratory, in an office or wherever will have core objectives which will define what the employee is really expected to be delivering. In addition to the examples of objectives above (for a typical laboratory based job) other examples might be:

- the writing, editing or publication of a newsletter, book or article (in publishing);
- the processing of job applications within a certain time of receipt (in human resources administration);
- the development/delivery of a piece of software (in IT/computing)
- providing response to questions from general medical practitioners within a set time (in information services in big pharma);
- answering the telephone within 3 rings (receptionist, administration in any area);
- delivering information to 6 doctors each day (medical representative);
- ensuring orders and invoices match and are correctly dealt with within 48 hours (procurement administration);
- checking and delivering health and safety objectives and inspections (safety services);

Think about what the objectives might be in the job to which you aspire.

Part B: Performance Behavioural Essentials

Behavioural Essentials are how work gets done to achieve company goals and culture. Agree up to 3 Behavioural Essentials which will directly impact achievement of your objectives.

<p>Performance with Integrity</p> <ul style="list-style-type: none"> Delivering on promises with organisational and individual trustworthiness 	<p>Innovation & Entrepreneurship</p> <ul style="list-style-type: none"> Creating and sustaining competitive advantage through well-executed ingenuity 	<p>Everyone Committed, Everyone Contributing</p> <ul style="list-style-type: none"> Enabling, encouraging and allowing all employees the opportunity to make meaningful contributions and succeed on merit 	<p>Alignment with company Interests</p> <ul style="list-style-type: none"> Operating as “one team, in single-minded pursuit of our mission”, reflecting a common spirit and integrated strategies
<p>People with Passion</p> <ul style="list-style-type: none"> Inspiring, motivating and enabling people to do their best work 	<p>Sense of Urgency</p> <ul style="list-style-type: none"> Creating a focused, agile, productive and fast-learning organisation 	<p>Accountability for Achievement</p> <ul style="list-style-type: none"> Setting, communicating and committing to the critical few clear expectations. Superior performance matters and will be rewarded 	<p>Develop Self & Others</p> <ul style="list-style-type: none"> Learning continuously and developing professional potential and ability. Leaders act as teachers, coaches and champions of development
<p>Critical Behavioural Essentials Agree up to 3 Essentials which will directly impact achievement of your objectives this year. Set any specific expectations.</p>	<p>Accomplishments In preparation for periodic and annual reviews, describe your accomplishments in demonstrating your selected Essentials.</p>		

Part C: Periodic Reviews of Performance (Objectives + Behavioural Essentials)

Periodic Review Dates	Summary Comments on Performance
	Employee's Comments: Manager's Comments:

Part D: Annual Review of Performance (Objectives + Behavioural Essentials)

Employee's Summary of Overall Performance

Manager's Summary of Overall Performance

Performance in meeting objectives and demonstrating the Essentials are important factors in pay, bonus and promotion decisions. This information, along with other factors, will be considered when making recommendations.

My manager and I have discussed this annual performance review and jointly prepared this document. My signature does not necessarily signify agreement or disagreement.

Employee's Signature: _____ Date: _____

Manager's Signature: _____ Date: _____

Part E: Development Plan Objectives

Strengths

Highlight your strengths.
Include areas of knowledge and experience as well as Behavioural Essentials.

Aspirations

Describe professional interests/career aspirations both short-term and long-term. Consider company direction and work team needs. Identify any constraints and discuss your willingness to relocate.

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International Mobility Y/N		National Mobility Y/N	

Manager's Comments:

Manager's Comments:

Development Objectives	Action Steps	Resources Needed	Timeline
Based on current performance as well as strengths and aspirations, identify development needs. Include behavioural development (Essentials) and technical development.	Identify action steps to achieve development objectives. Consider both on and off job activities.	Identify resources needed to achieve development objectives. Consider finances, people, technology.	Specify time frame for completion.