

RATINGS AND THE ANNUAL REVIEW

Reflect on expectations

Managers: As we return to ratings in FY23, this may be the first opportunity you have had to deliver a rating to an employee. Ongoing conversations with your employees should lead up to the annual conversation, including the performance rating. Opportunities for distinguishable and outstanding contributions may not present themselves every year. Be prepared to support your consistent, strong, and effective performers eager to advance by collaborating on goal setting and seeking out development opportunities. The annual review is meant as a moment of reflection and lookback, but also presents the opportunity to engage in forward thinking both in terms of future business needs and development opportunities to engage your staff

Employees: Opportunities for exceptional impact are unique and may not occur every year. Remember that achieving full and consistent impact reflects continuous positive contribution and that ratings are just one component of the annual review process. Talk with your manager about opportunities to advance your level of mastery and use goal-setting conversations to enhance your professional engagement.

Contextualize the rating with your overall performance conversation

Managers: Ensure the rating you are assigning aligns with the overall performance conversation. There should not be any surprises, and no matter what the rating, be prepared to engage in meaningful conversations and answer any employee questions.

Employees: Consider your rating within the context of your overall conversation. Is the overall conversation positive and constructive? Did you have the opportunity to discuss accomplishments, outline goals, and identify growth opportunities?

New to your role

Managers: How can you help to contextualize what opportunities still await your new hire? Is the work cyclical/season and they have not been exposed to an important process yet? What have you observed in their work so far that you think will help them when they arrive at a future project? What transferrable skills are you observing? Can you reflect on specific behaviors they are engaged in now that will help them to excel in the future as well. For example, "I see you excelling at _____ so far, and I'm looking forward to your contributions to _____ based on the work you've already done on _____."

Employees: If you are relatively new, it is natural that you will be learning your role and building skills needed for that role. In fact, we hope that a role presents opportunities to learn, grow, and build skills whether you are new to it or a seasoned employee. Though you bring your expertise and skillset in that area, remember that new projects, context, and skill growth are part of your continual development, and that proficiency comes with time.

Ask questions

Managers: Get curious about what engages your employee. What does success mean to them? Where are they feeling accomplished and engaged, and where is there room for advancement? Are there projects, courses, or people they are eager to engage with? How might their skills or opportunities for skill growth fit with your business needs?

Employees: Reflect on your professional development goals. Are there opportunities that you would like to discuss with your manager? Perhaps there is a certain skill you would like to develop and you are looking for recommendations. Remember that growth and development come in many forms. What different avenues of development would be meaningful to you? How does that align with your work and the work of your department? Engage in conversations with your manager about what exceptional looks like, and use this information to inform your goal setting.