

Assessing Employee Achievement Levels and Determining Employee Ratings

There are four basic steps for supervisors to follow in assessing overall employee achievement levels and assigning ratings at year-end.

The supervisor's goal is to engage in an **inclusive and collaborative conversation** with the employee about overall accomplishments for the year. This will lead to a complete and accurate assessment (before the assignment of achievement level ratings) based on their achievement of work objectives, demonstration of core leadership capabilities, and participation in individual and team development activities during the year.

Step 1: Prepare

Careful preparation on the part of supervisors is key to effectively and fairly assessing performance at year-end

- ✓ Review the employee's annual work objectives (pilot users will review the Annual Goals document in Mosaic), along with any documents, handwritten notes, emails and other information or feedback provided to the employee. Take note of when they were provided over the year, as well as any information the employee may have contributed, such as in the comments sections of their completed form or via email.
- ✓ If you are a new supervisor:
 - Gather enough information for an informed assessment and accurate rating;
 - Review any notes, files or other information left by any supervisor responsible for the employee during the year; and
 - If there are no notes, ask the previous supervisor to provide input for the time he or she was responsible for the employee.
- ✓ Consider your operating context over the past year
- ✓ Review the employee's initiative and participation in individual and team development activities throughout the year, and achievement of their Individual Development Plan objectives (pilot users will review the Development Planning form in Mosaic)
- ✓ For more guidance on how to conduct a successful conversation, please refer to the coaching resources available on our [Employee Career Services](#) website.

Questions to consider:

- *Did circumstances arise, such as challenges or changed priorities that may have kept the employee from achieving their work or development objectives or in demonstrating use of the core leadership capabilities? Could these have interfered with his or her ability to achieve? If so, what were they?*
- *What were some of the most positive successes your team achieved, and what were the employee's contributions to success?*
- *Were these successes supported by how often the employee demonstrated effective behaviours associated with one or more of the core leadership capabilities? How did these behaviours make a difference?*

Step 2: Review

Assess achievement of objectives and use of core capabilities

- ✓ Review the employee's achievement for the year, determining whether there is clear, demonstrable evidence of success according to any outlined measures, indicators or standard. Describe success with concrete and specific examples, and analyze the extent to which the employee succeeded. Use the questions below to guide your review.

<i>Where there is demonstrable evidence of success, identify examples and analyze the extent to which the employee succeeded:</i>	<i>Where there is little or no evidence of success, identify examples and analyze the extent to which the employee did not succeed:</i>	<i>Identify examples and analyze how often the employee demonstrated effective behaviours for their leadership level:</i>	<i>Identify examples that illustrate whether the employee demonstrated the appropriate degree of proficiency for each capability:</i>
<ul style="list-style-type: none"> ➤ Did the employee achieve work and/or development objectives against the agreed upon performance indicators or measures? ➤ Did the employee exceed performance indicators or measures in any way? ➤ Did the employee succeed in a particularly difficult context or environment? ➤ Did the employee's success produce an unexpected positive outcome or consequence as a result of additional work he or she undertook to deliver on the objective? ➤ Was the employee's success remarkable? Did it stand out in any way when considered against the results for the unit/department as a whole? ➤ Did the employee play a particularly important role in the team's success? 	<ul style="list-style-type: none"> ➤ Was success within the employee's control? ➤ If success was not within the employee's control, were there constraints such as lack of equipment, excessive workload, slowness of action, or inadequate access to internal or external resources, that the employee's work depended on? Was there a lack of appropriate authority to get things done, etc.? ➤ If success was within the employee's control but not achieved, to what extent was the objective not met, and what were the consequences? ➤ Was work toward the objective suspended, interrupted, delayed or cancelled? If so, and if the work objective is no longer required or relevant, it should not be considered in the rating decision. ➤ If an action plan is not already in place, does the employee need one? 	<ul style="list-style-type: none"> ➤ Did the employee demonstrate effective behaviours regularly or only rarely? Were these behaviours associated with all capabilities or only some? Which ones? ➤ If the employee demonstrated effective behaviours often, what examples show how this affected the employee's ability to achieve objectives or the ability of colleagues to achieve theirs? How did this affect the overall work environment and the team's success? ➤ Were there times when the employee struggled or did not demonstrate effective behaviours? If so, what examples illustrate how this hindered the employee's ability to achieve his or her objectives or kept colleagues from achieving theirs? ➤ What were the consequences for the work environment? 	<ul style="list-style-type: none"> ➤ Did the employee demonstrate the capability only with close supervision? What examples illustrate how this kept the employee or colleagues from achieving their objectives? How did this affect the overall work environment and the team's success? ➤ Was the degree of proficiency appropriate to the employee's position level? What examples illustrate how this affected the ability of the employee or of colleagues to achieve objectives? What were the effects on the overall work environment and on the team's success? ➤ If the employee had difficulty demonstrating the appropriate effective behaviours or degree of proficiency, does he or she need learning and development activities or an action plan?

- ✓ Once you have considered the employee's performance for each objective and core capability, **determine a preliminary achievement level rating.** *Please refer to the achievement level descriptions and examples.* This will support your year-end conversation with the employee. *The preliminary rating should be consistent with your review and analysis.*
- ✓ If circumstances changed over the year and an objective is no longer entirely within the employee's control to achieve completely, it should still be assessed on the part that was accomplished or achievable. Ideally, this will have been dealt with earlier in the year, when the objective or indicator would have been adjusted or deleted (and the reasons documented).

Step 3: Discuss

Year-end conversations should focus on whether employees have succeeded, are still progressing or did not meet objectives or demonstration of capabilities for their leadership level, and to what extent. The results of the conversation support the achievement level rating assigned to the employee.

- ✓ Meet with the employee and discuss your review and analysis, using the concrete examples you identified to illustrate achievement and, where applicable, any recognized challenges or areas for future development.
- ✓ Invite the employee's perspective on his or her achievements and input, and take note of what the employee has to say.
- ✓ Share your observations and analysis. Be sure to elicit information through questions.
- ✓ Start with the positive: be flexible, descriptive and specific, listen carefully, and respond.
- ✓ If you are a new supervisor for the employee, encourage him or her to provide examples from the previous supervisor, clients, and other sources that could further assist you in assigning an achievement level rating.

Conversation guides are available on our [Employee Career Services](#) website for additional reference.

Step 4: Document

Consider the employee's input and amend your analysis accordingly. Based on your analysis and conversations with the employee, and if applicable, guidance from your department's calibration review, record your final comments and assign the final achievement level rating for the year in the year-end form (pilot users in the Annual Goals form in Mosaic).

Tips for writing effective comments

Comments are a permanent record that reflects not only on the employee's achievements but also on the supervisor who wrote them. They should be written professionally, objectively and constructively. The comments should address:

- *How well the employee achieved work and/or development objectives, as measured against the performance indicators;*
- *How frequently (or regularly or consistently) the employee demonstrated core leadership capabilities, through observed effective behaviours;*
- *Areas which improved over the assessment period; and*
- *Opportunities for future development or improvement.*

The comments should:

Be objective: *Focus on achievement as measured against the indicators, observed effective behaviours, and factors within the employee's control that led to successfully achieving the indicator or not. Note anything outside the employee's control that provides important context (refrain from referring to personal circumstances; refer instead to unusual volume of work, delay in required training, etc.).*

Be consistent with ongoing feedback: *Make sure that written comments reflect feedback provided throughout the year.*

Be comprehensive: *Cover the whole performance period, not just recent events. Summarize key accomplishments and opportunities, with specific and relevant examples. Illustrate how accomplishments or opportunities affected the work overall.*

Be factual: *Comments should never speculate on any aspect of achievement, including employee motivation.*

Be specific: *Ensure your meaning is clear. Do not leave room for interpretation or misunderstanding.*

End on a positive note: *Provide encouraging comments that will conclude on a positive note to provide motivation to the employee to continue to develop.*