



Severn Group

Line Manager's Guide to Performance Reviews

JUNE 2023

Introduction

Performance appraisals, form part of a holistic approach to managing performance. Performance appraisals are critical in the broader processes that make up performance management. Through a two-way conversation, they aim to identify growth and improvement areas and inform suitable development plans; or inform administrative decisions on contractual aspects of employment (such as pay, bonuses, promotions or performance improvement plans, etc).

A performance review aims to use the feedback received for professional improvement and identify any areas of concern. However, performance reviews are not limited to these areas; they can also include discussions around:

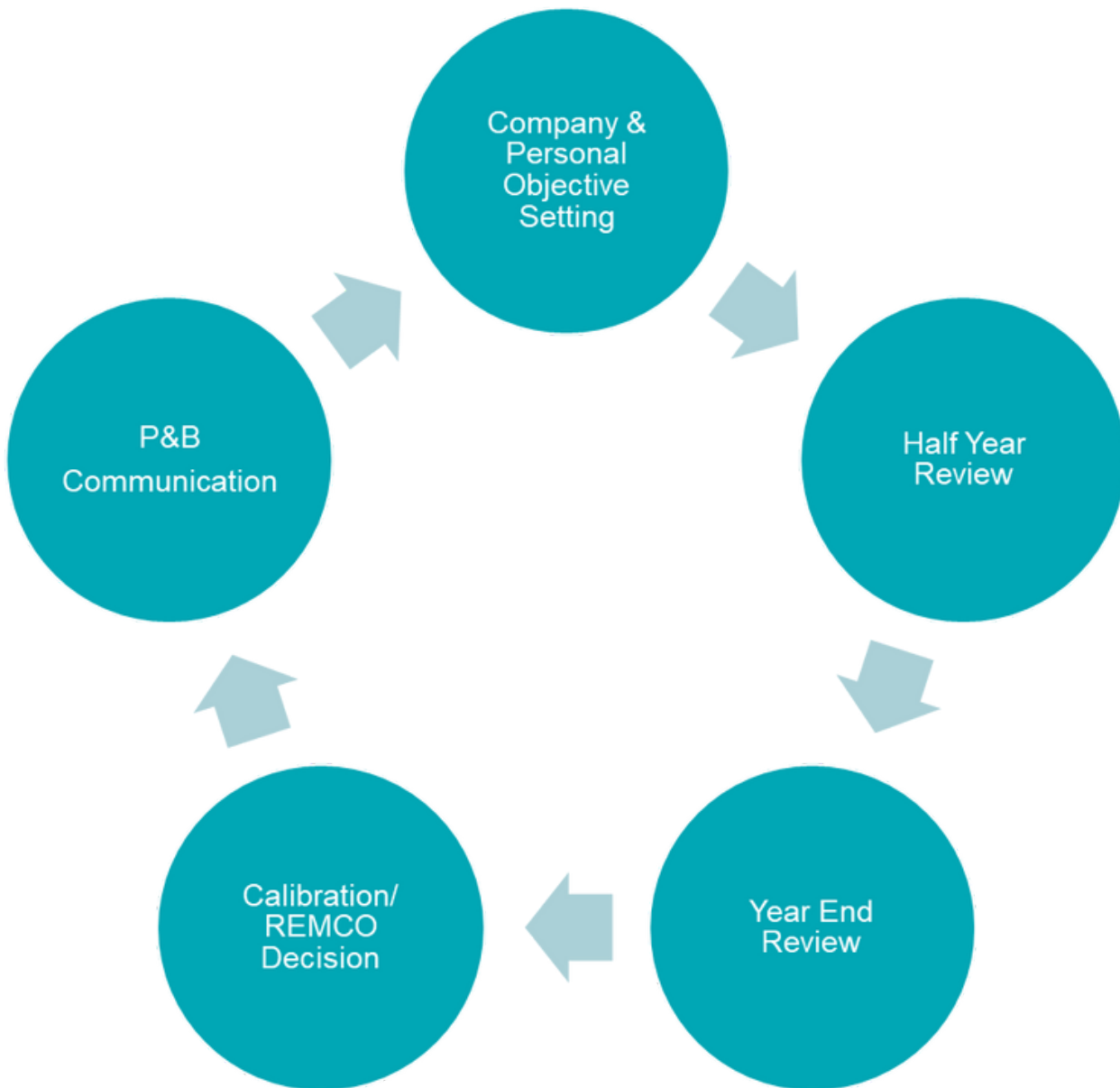
- A general well-being check-in
- How the employee is currently progressing towards goals and objectives
- How effective is their working style
- Soft skills such as time management and communication
- Attendance, punctuality and behaviour in the workplace

Performance reviews are important to our Company, they ensure more engaged and productive employees. Our people want to know how they're performing. They want to know if they're meeting expectations. And they want to know what they can do to improve their performance. Without regular performance reviews, it's likely that your team has very little idea where they actually stand and if they are fulfilling their roles.

Regular and recurring feedback is key to a successful and engaged business.

To ensure we have a robust and transparent process for carrying out performance appraisals we will now use a digital format through the HR System. The System is designed to be simple and easy to use, while also providing data and key insights into you and your team's performance.

The Performance Management Cycle



The Process

The People Team will initiate the invitation to complete the performance appraisal form through the HR System



Employees will receive a notification to complete the form in the Task section of the HR System



Employees are to complete the form, then submit to their line manager



The line manager will then review the appraisal and arrange a face to face meeting with the employee to review



When both parties have discussed the review and agreed on the results the employee receives the form back, which is read-only and then can submit.

The Rating Scale

As part of the performance management process, we have a rating scale to which employees will be assessed throughout the appraisal and the results will provide an average score which enables the business to see at what level employees are performing and also identify areas for improvement. When completing a performance review, it is crucial that you understand the rating scale and the expectation for each rating:

5 = Outstanding

- Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative.
- Models the values of the business on a daily basis
- Steps outside of existing responsibilities to add value to the business
- Acts as a mentor and guide to others
- Actively promotes cooperation, understanding and teambuilding

4 = Exceeds Expectations

- All goals, objectives and targets were achieved above the established standards
- Actively demonstrates our values
- Assumes extra responsibilities and participates in projects often
- Proactive in planning, problem-solving and initiating solutions within the work group
- An exceptional contributor to the success of the workgroup and organisation

3 = Successful

- Performance met expectations in terms of quality of work, efficiency and timeliness. The most critical annual goals were met.
- Acts in accordance with our values
- Performance consistently meets the demands placed upon the position
- Assumes additional responsibilities when requested or assists in extra project work
- Contributes positively to the success of the workgroup and business

2 = Improvement Expected

- Performance failed to meet expectations and/or one or more of the most critical goals were not met
- Does not always act in accordance with our values
- Performance requires occasional supervisory intervention
- Does not consistently complete job assignments in some areas in an accurate and timely fashion
- Performance or behaviour causes occasional problems for customers, department or co-workers

1 = Under-Performing

- Performance was consistently below expectations, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one of more important areas.
- Does not act in accordance with our values
- Often requires supervision, redirection and/or re-instruction
- Does not consistently complete job assignments in an accurate and timely fashion
- Performance or behaviour often causes problems for customers, department or co-workers

Before the performance review

Ensuring you're prepared for performance review time is crucial to getting the most out of your session. We've covered a few things you can do to get prepared before you meet.

1. Block out time in your calendar and send invites to your direct report(s). First things first – you need to lock in a time and date for the performance review. Make sure you give ample notice to your direct reports (two weeks+ is ideal). You should also set aside more time than you think is necessary, to create a buffer in case the session runs over. The last thing you want is to end the discussion mid-conversation because you didn't have enough time.
2. Identify areas for improvement. As a manager, you know where the areas of improvement for your direct report are. Your role is to mentor those you manage, so identifying areas for improvement plays a critical role in helping them improve. Whether it's time management, attention to detail or technical ability, this is the time to encourage your employee(s) to make improvements in specific areas.
3. Once you've identified areas for improvement, you should assess whether additional training is required. You should let them know the areas where you think a course would prove beneficial. This is about empowering them to choose an area of interest and letting them be accountable for their learning and development.
4. Reviewing achievements and strengths is one of the most important parts of a performance review, and can really help inspire and motivate your people. You should point out specific projects, events or skills where they did a great job and highlight their achievements.
5. When you create a performance review calendar invite for your direct reports, the form should be pre-populated with their role objectives, and other mandatory objectives, for example, ESG and H&S. The form is to be used for the employee to evaluate their behaviours, values and performance.



Customer



Integrity



Accountability



Excellence

During the performance review

1. Don't rush through the performance review, the most important part of having a successful performance review is giving your undivided attention to your direct report. This is time dedicated for them to walk through their achievements and results, and it's crucial you provide your full attention. You don't want to rush through the process – focus on actively listening to what they have to say and provide constructive feedback wherever possible.
2. Share achievements, strengths and areas for improvement. You should dedicate the majority of the time in the performance review to discuss achievements, strengths and areas for improvement. You should encourage them to provide quantifiable results and talk through areas where they've gone above and beyond in their role. You should also be providing feedback throughout the process and discuss any areas where thoughts differ.
3. Talk through the self-evaluation section on the form on Behaviours and Values, it is an important part of the review process as you can see how aligned you and your direct report(s) are. You want them to be self-aware of their work and performance, so it's important to provide feedback — especially if your opinions as a manager are different. If your employee has been with the organisation for more than one year, we suggest comparing it to the previous performance rating and identifying any areas where performance has dramatically improved or declined.
4. Actively listen and avoid dominating the conversation. Performance reviews are time dedicated for your direct report. It's their time to walk through their achievements, so it's important to give them the attention they deserve. You should actively listen and avoid dominating conversation at all costs.
5. Provide actionable steps for career development and training goals. It's important to know the aspirations and goals of your employees. By being informed as a manager, you can keep them accountable and motivated to achieve their best and guide them on their career journey. You want your team to know that you're invested in their career development.

You could ask them to create a plan for learning and development with specific courses and discuss how they plan on reaching their goals. Remember – you can organise training sessions internally with others in the team if there's a gap in knowledge, or if they wish to expand their skill sets in another area of the business.

Mid-Year Appraisals

Stage 1 - Employee

Here, your employees complete the below sections:

Employee Wellbeing

Employees will answer general questions on how they feel they are getting on both in and out of work.

Objectives Review

The employee can use this section as a final opportunity for them to reflect on their objectives from the previous year.

Core Values, Behaviours & Objective Performance


Here is where the employee will rate themselves against our values and behaviours adding comments and examples where possible, as well as providing the rating for their performance against their objectives. This will generate their overall score which shows the level they are working.

Job Specific Performance

Employees can reflect upon how they have performed in their role, linking to the core values and behaviours.

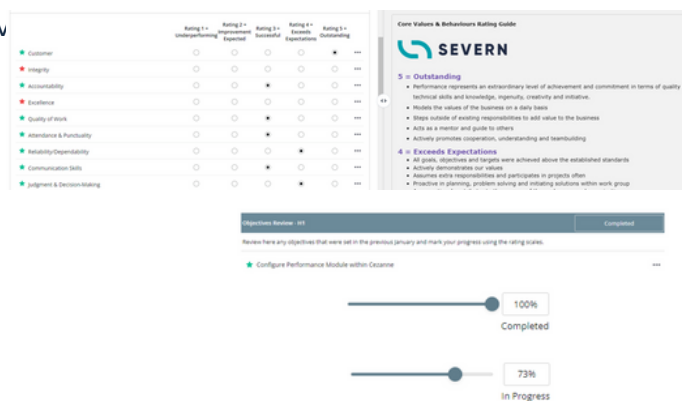
Training & Development

The employee will highlight any training and development in the previous year and any career aspirations that they currently have. This will provide insight and enable you to progress any training and development needs which should be logged in the HR System and relevant approval processes followed.

You can use the  button to open another part of the form in a split-screen view. This will be particularly useful when completing the Core Values, Behaviours & Objective Performance section, where you can open the Rating Scale in a split-screen view.

In the final section of the form, you will also see a summary of all the Objectives that were set in the January review. Here, you can:

- Use the sliding scale to highlight percentage completion
- Enter in the Result field the outcomes and any comments

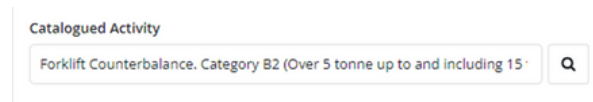


Mid-Year Appraisals

Use the Summary Comments section at the very bottom of the form to add any additional notes or comments for discussion.

Finally, use the Development Plan tab on the menu to review any development items.

You can add a New Need into the first field if your need is more general. Use the Catalogued Activity search button to search for catalogued courses in the System if your requirement is to complete a specific training course.



You can again set the Sort Order to highlight priorities as well as stating the To be Completed in period as well as a Reason and any Comments.

Stage 2 - Line Manager

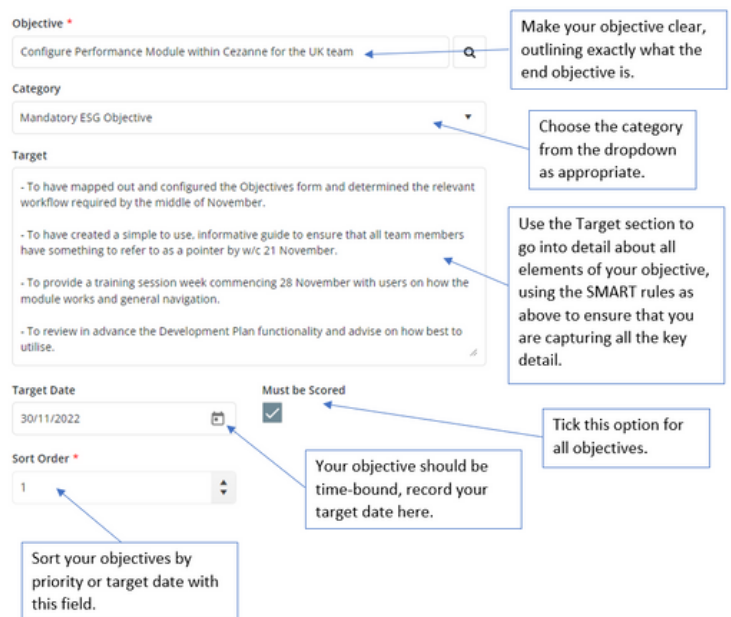
Next, the form will route to you, the line manager, this is when you will arrange a meeting with your team member. As part of the meeting, the answers and Objectives under the Appraisal form will be reviewed and discussed. The Development Plan should also be reviewed at the same time.

This will also be the opportunity to set Objectives for the period ahead under the New Objectives tab.

Use the Add New Objective button to add a new objective:

On the Objective setting screen, ensure that your objective is SMART:

- Specific – state exactly what you want to achieve
- Measurable – determine how you will be able to evaluate your progress
- Achievable – ensure that your objective is within your scope
- Relevant – the objective makes sense within your role and benefits the business
- Time-bound – state when you aim to complete the objective



Stage 3 - Employee

Finally, the form will route back to the employee who will have view-only access to the form and can sign-off accordingly.

Year-End Appraisals

Stage 1 Employee to Complete

Here, the employee completes the below sections:

Employee Wellbeing

Employees will answer general questions on how they feel they are getting on both in and out of work.

Objectives Review H1 & H2

The employee can use this section as a final opportunity for them to reflect on their objectives from the previous year.

Core Values, Behaviours & Objective Performance


Here is where the employee will rate themselves against our values and behaviours adding comments and examples where possible, as well as providing the rating for their performance against their objectives. This will generate their overall score which shows the level they are working.

Job Specific Performance

Employees can reflect upon how they have performed in their role, linking to the core values and behaviours.

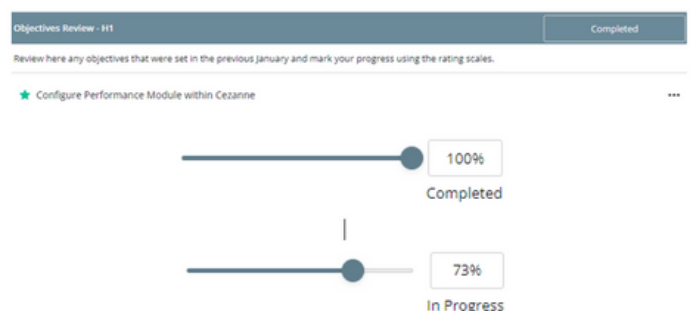
Training & Development

The employee will highlight any training and development in the previous year and any career aspirations that they currently have. This will provide insight and enable you to progress any training and development needs which should be logged in the HR System and relevant approval processes followed.

You can use the  button to open another part of the form in a split screen view. This will be particularly useful when completing the Core Values, Behaviours & Objective Performance section, where you can open the Rating Scale in a split-screen view.

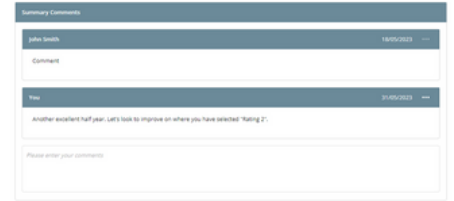
In the final section of the form, you will also see a summary of their Objectives from the previous year, split into H1 and H2 where the employee can:

- Use the sliding scale to highlight percentage completion
- Enter in the Result field the outcomes and any comments



Year-End Appraisals

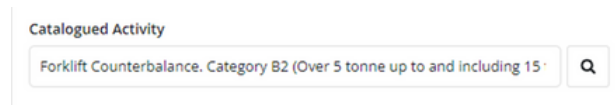
Use the Summary Comments section at the very bottom of the form to add any additional notes or comments for discussion.



Finally, use the Development Plan tab on the menu to review any development items.

You can add a New Need into the first field if your need is more general.

Use the Catalogued Activity search button to search for catalogued courses in the System if your requirement is to complete a specific training course.



You can again set the Sort Order to highlight priorities as well as stating the To be Completed in period as well as a Reason and any Comments.



Accountability

As individuals, as teams and as an organisation, we take responsibility for our work

We prize the sense of belonging and family spirit across our operations. Everyone at Severn Group contributes to our success – we are incentivised and empowered to positively impact business achievements, environmental sustainability and high performance in safety.



Year-End Appraisals

Stage 2 Line Manager

Next, the form will route back to you as the line manager, this is when you will arrange a meeting with your team member.

As part of the meeting, the answers and Objectives under the Appraisal form will be reviewed and discussed. The Development Plan should also be reviewed at the same time.

This will also be the opportunity to set Objectives for the year ahead under the Objectives Planning tab.

Use the Add New Objective button to add a new objective:

On the Objective setting screen, ensure that your objective is SMART:

Specific – state exactly what you want to achieve

Measurable – determine how you will be able to evaluate your progress

Achievable – ensure that your objective is within your scope

Relevant – the objective makes sense within your role and benefits the business

Time-bound – state when you aim to complete the objective

The screenshot shows the 'Objective' form with the following fields and annotations:

- Objective ***: A text input field containing 'Configure Performance Module within Cezanne for the UK team'. An annotation box points to this field with the text: 'Make your objective clear, outlining exactly what the end objective is.'
- Category**: A dropdown menu showing 'Mandatory ESG Objective'. An annotation box points to this dropdown with the text: 'Choose the category from the dropdown as appropriate.'
- Target**: A text area containing four bullet points: '- To have mapped out and configured the Objectives form and determined the relevant workflow required by the middle of November.', '- To have created a simple to use, informative guide to ensure that all team members have something to refer to as a pointer by w/c 21 November.', '- To provide a training session week commencing 28 November with users on how the module works and general navigation.', and '- To review in advance the Development Plan functionality and advise on how best to utilise.'. An annotation box points to this text area with the text: 'Use the Target section to go into detail about all elements of your objective, using the SMART rules as above to ensure that you are capturing all the key detail.'
- Target Date**: A date input field showing '30/11/2022'. An annotation box points to this field with the text: 'Your objective should be time-bound, record your target date here.'
- Must be Scored**: A checkbox that is checked. An annotation box points to this checkbox with the text: 'Tick this option for all objectives.'
- Sort Order ***: A dropdown menu showing '1'. An annotation box points to this dropdown with the text: 'Sort your objectives by priority or target date with this field.'

Stage 3 - Employee

Finally, the form will route back to the employee who will have view only access to the form and can sign-off accordingly.



At Severn Group, our business success flows from expertise – from technical knowledge and experience that position us as a leader in our field. Not everything, however, can be engineered. The Values which underpin that success stem instinctively from the culture we seek to sustain. Everything we do is tested against our Values, and our people are encouraged to apply them every day: they are the stewards of our brand, our reputation, our heritage, our ambitions.



Customer



Integrity



Excellence



Accountability



SEVERN
Superior Valve Engineering