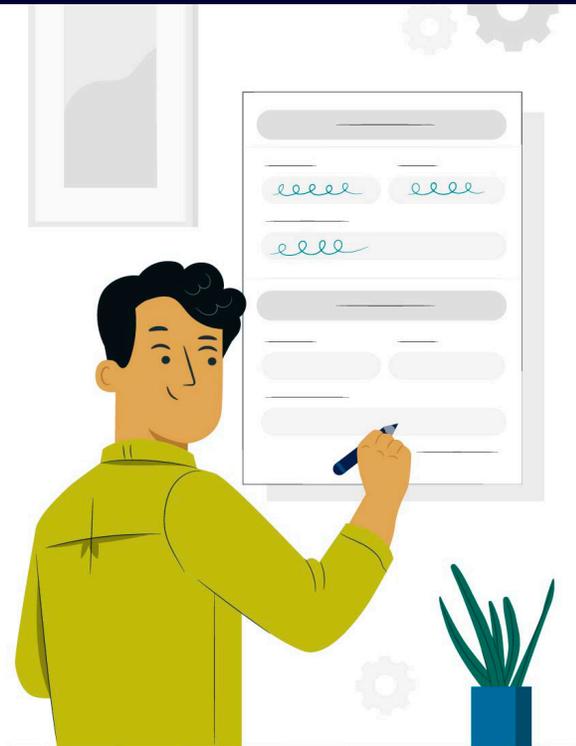


ADMIN STAFF PERFORMANCE REVIEW PREPARATION DECK FOR EMPLOYEES

Performance Ready

A guide for admin employees to prepare for their performance reviews.



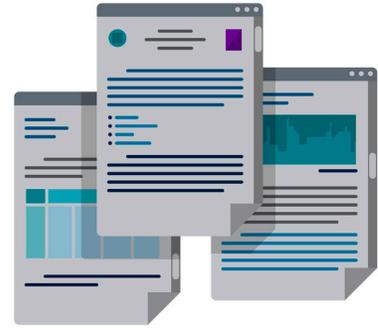
This guide covers the following topics:

1. Performance reviews
 - *What are they?*
 - *Why do we need them?*
2. Participating in the review
 - *The performance review process*
 - *The whole picture of performance*
3. Preparing for the performance review
 - *Before the review*
 - *During the review*
 - *After the review*
4. The gift of feedback
5. Available HR support

Performance Reviews

What are they?

A performance review or appraisal is the final step in the performance management process, where the employee and the leader review and discuss the employee's performance over a specific period. Typically, the review looks back at performance that has already been demonstrated over the year or within a specific time period.



Why do we need them?

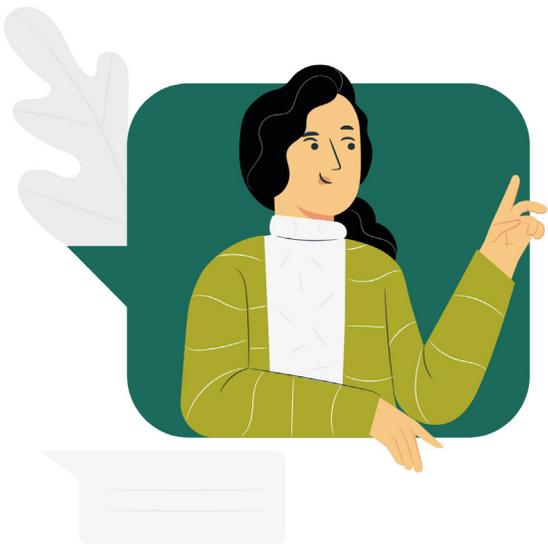
From the employee's perspective, performance reviews should answer the following questions:

- What am I expected to do?
- How well am I doing?
- What are my strengths and/or weaknesses?
- How can I contribute more?
- What support can I expect from my leader/organization?



From the leader's perspective, performance reviews are an opportunity to:

- Have a meaningful discussion about performance with the employee.
- Provide feedback.
- Identify learning needs.
- Obtain feedback on how to support employees.
- Clarify roles and responsibilities.



Participating in the Review

The performance review process



01 Every March, admin staff performance reviews occur.



02 Reviews are completed on the "Administrative Staff Performance Review Form."

03 A joint discussion between the employee and leader occurs:

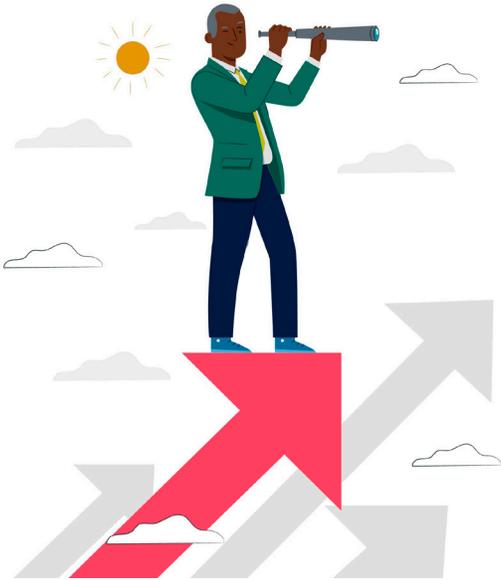


- The employee's goals are drawn from the previous year's performance review form and are reviewed to determine what the employee delivered to achieve the goal, and how they delivered the goal (e.g. the process, values, and behaviours that enabled them to achieve the goal).
- Major strengths and achievements are identified.

04 Both the employee and leader review and sign-off the performance document.

05 The employee receives a copy and the completed form is submitted to People(s) & Culture (P&C).





The whole picture of performance

It is important to understand that the performance review is not a destination, but a journey.

Effective performance occurs with:

- Clearly defined and agreed goals.
- Building the employee's capability to achieve goals.
- Ongoing and frequent interaction, feedback and coaching from the leader.
- Regular check-ins on performance – such as semiannually.

As the employee, you are at the centre of the performance review process, because the performance being reviewed is your own.

Preparing for the Performance Review

Before the review

What you can do as the employee to prepare for the performance review:

- Review the goals identified in your performance review form from the previous year and/or discussions you have had with your leader to set goals, objectives, and targets.
- Reflect on how effectively you have achieved the goals, objectives and targets set.
- Collect data that demonstrates your performance.
- Pre-fill the Administrative Staff Performance Review Form reflecting your view of your performance, if your leader asks you to do so.
- Make notes or reflections on your performance and on anything that may shed light on your performance that you would like to discuss with your leader.



During the review

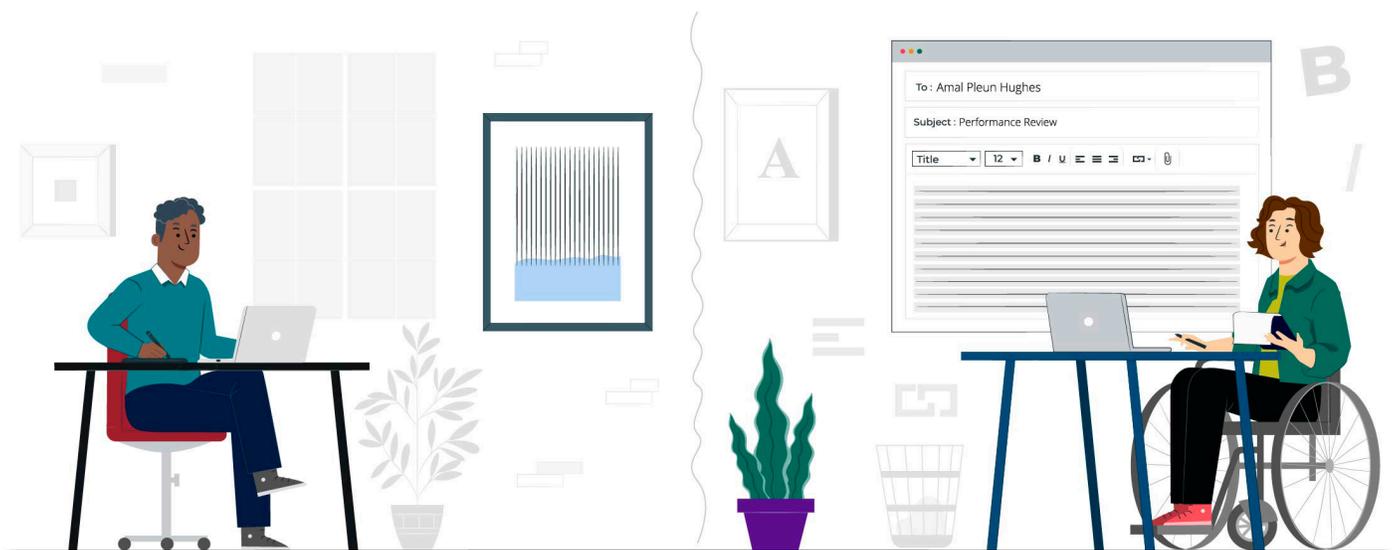
What you can do as the employee during the performance review:

- Demonstrate your commitment to this important discussion by turning off your phone.
- Provide your view of your performance for the year past. Some perspectives you can share include:
 - *Your high level summary of the year*
 - *What you were pleased about in terms of your achievements*
 - *Your honest reflections on what perhaps you could have done better or achieved, but didn't*
 - *Experiences or projects that you particularly enjoyed*
 - *Share challenges you may have faced during the performance year*
 - *What might be some new things you would like to learn in the upcoming year?*
- Ask your leader for their views.
- Ask clarification questions on feedback you don't understand or may have a different view related to your performance.
- If you and your leader have differing views about your performance, be open to discussing them. Stay calm. Seek to understand.
- Thank your leader for the discussion.

After the review

What you can do as the employee after the performance review:

- Read and sign the completed form when you receive it from your leader.
- Return the completed, signed form to your leader.
- Ask your leader for a copy of the form.



The Gift of Feedback



Receiving feedback and providing feedback

There are times when leaders must provide developmental feedback. Here are some points to manage the conversations:

Receiving:

- Listen.
- Ask clarifying questions.
- Re-state what you heard and obtain an acknowledgement that you heard correctly.
- Embrace/acknowledge (be open to acknowledging where you can do better).
- Treat feedback as an opportunity to learn and improve.
- Assume positive intent.
- Don't be defensive.
- Resolve (ask for suggestions, agree on a solution).
- Say "thank you" for the feedback.

Providing:

- Don't attack.
- Be specific.
- Be balanced – focus on both positive and developmental.
- Re-phrase the language from "You" to "I."
- Reinforce the value of the relationship.
- Suggest ways your leader may support you better.



If you have questions or need support to better understand the performance review process for admin employees, reach out to your leader or your Human Resource Business Partner.