



Inspiring Great Performance

Our new approach to appraisals

December 2019

Why do we inspire great performance?

Great people are the key to our success, to help us to be the best, and we all need to:

- Know the role we play in delivering what we need
- Feel recognised for what we do everyday
- Continuously improve our performance

This guide will help you to find out more about:

- What inspiring great performance means
- How you can inspire great performance by practicing our performance beliefs
- The inspiring great performance process and key stages, including:
 - Being clear on what's expected of you
 - Great performance conversations and quarterly reviews
 - How your performance and potential is being assessed
- Great tips for giving and receiving feedback, and development planning

What is inspiring great performance?

It's about having great performance conversations everyday, talking openly and regularly about what's expected of you, how this fits with team and organisation goals, how you're doing and how you can improve to deliver great performance.

Who's responsible for delivering great performance?

It's everyone's responsibility to inspire great performance and by committing to our inspiring great performance beliefs, you can do this

Inspiring great performance beliefs

I will:

- ✓ Know what is expected of me and the 'how' I do my job is as important as 'what' I deliver.
- ✓ Have clear objectives agreed with my manager and know how these contribute to organisation goals.
- ✓ Be the best I can be and have a great development plan to help me continuously improve.
- ✓ Talk about performance everyday, seeking and giving feedback so that I and others know how we are doing.
- ✓ Have regular 1-1 performance reviews with manager to talk about my objectives, progress, development plan and potential.
- ✓ Be open, honest and constructive when talking about performance.
- ✓ Support and coach others to help them to reach their potential.
- ✓ Learn from when things haven't gone so well.
- ✓ Value what I and others achieve and celebrate success, recognising a job well done.

How we inspire great performance?

When you understand why you do what you do, what you need to achieve and how to achieve it, you can grow and reach your potential.

To help inspire great performance we describe:

Why... we are doing what we do in our vision, core story and values

What we need to achieve in our:

- Strategy and business plans
 - Team objectives
 - Individual objectives

How we achieve results and work with others in our behaviour models:

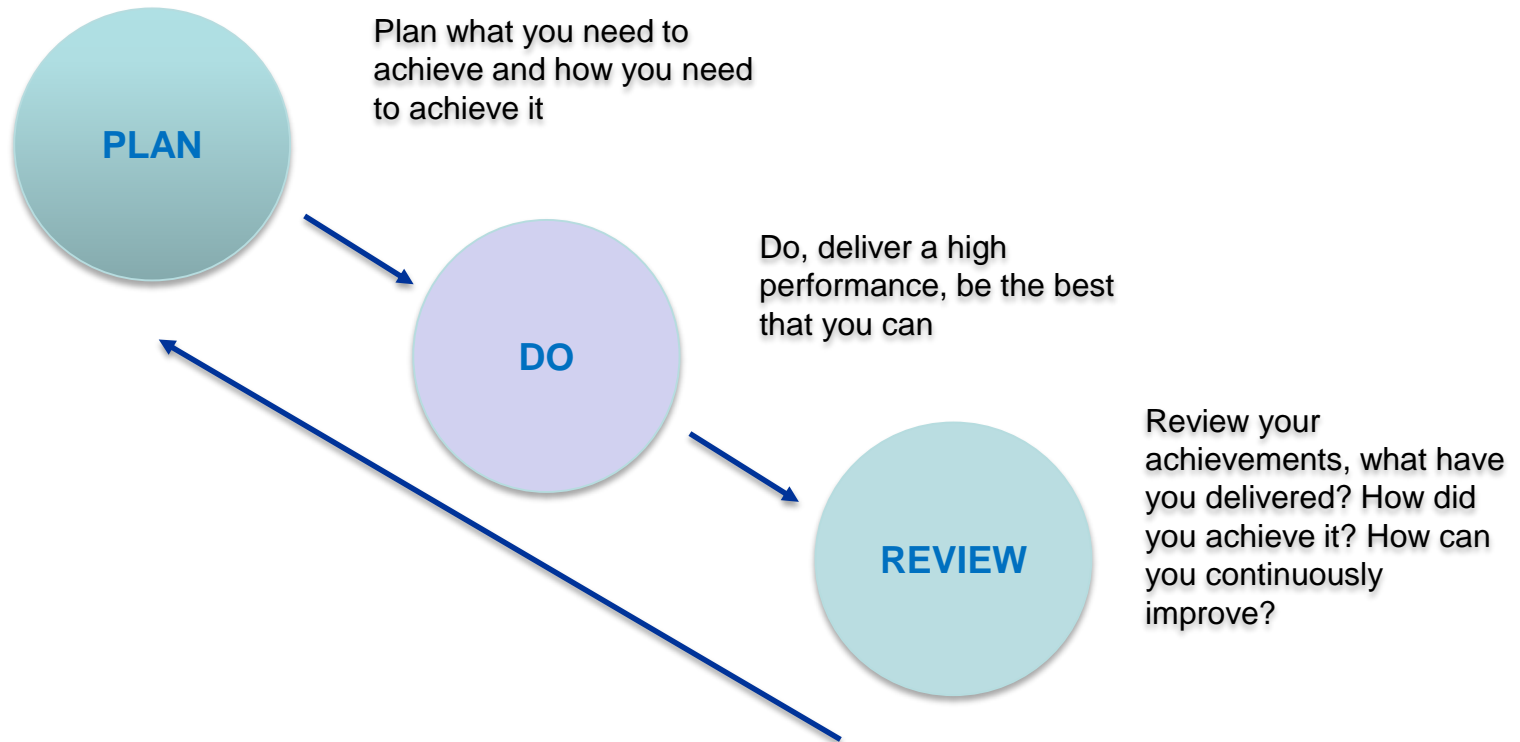
- The behaviours model is for all employees and outlines the behaviours you need to be a great colleague within the Cotswolds Conservation Board

Success through our measures:

- Key performance indicators
 - Team meetings
- Inspiring great performance process

Inspiring your great performance?

You can inspire your own great performance through **PLAN > DO > REVIEW**



Key stages of the process

Clear expectations

At the beginning of the performance year in April, make sure you're clear about the expectations of your role:

- What you need to deliver and why – your SMART objectives
- How you need to do it – the expected behaviours in our model

Performance reviews

You'll have four formal performance reviews each year, to assess your progress and rate your performance.

Make sure you also have regular 1-1s with your manager to talk about your performance and any support you need.

Calibration

Your manager will attend calibration meetings with other managers, to make sure they're assessing your performance fairly.



Writing SMART objectives

Your objectives are WHAT you're going to achieve, how you're going to make a difference in your role.

Objectives should be **SMART**:

Specific

- Says exactly what you need to achieve

Measurable

- Clearly describes the end result, so you know when it's achieved

Achievable

- Realistic and attainable (it can still be stretching)

Relevant

- Appropriate to your role and supports the team and the CCB deliver what they need

Timed

- Exact dates when it will be achieved (it may help to have milestone dates for each quarter)

Writing SMART objectives (cont'd)

Do

- Use everyday simple language and action verbs, e.g. achieve, develop, ensure
- Focus on the priorities, only have 3-4 'live' objectives
- Include some stretch, i.e. think about what is new or needs to be improved or done differently
- Make sure they link to our organisation priorities
- Keep them realistic, make sure they match your experience, knowledge and development opportunities
- Discuss them with your manager, talk about any support or development you need to achieve them
- Update objectives throughout the year as things change

Examples of SMART objectives:

- Increase 16-25 year old participation in rural skills by 10%
- Achieve a 5% budget saving in your area of responsibility in the next six months.
- Review and modify the routes you drive to achieve a 5% reduction in your individual fuel cost by 31 March.

Great performance conversations

Throughout the performance year it's important to have regular 1-1s with your manager as well as the more formal quarterly reviews, to talk about your performance and how you're getting on.

For your 1-1s

- Schedule your 1-1s and stick to the agreed time, date and location
- Meet regularly, at least once a month
- Give yourself enough time (an hour should be plenty and keeps the meeting focused)
- Agree what you want to talk about
- Actively listen and question to fully understand
- Document and action any next steps

For your quarterly performance reviews

Great quarterly performance reviews will give you a chance to reflect, to celebrate successes and discuss what needs to improve. You can also reset your objectives and development plan so that they're up to date.

Great performance conversations (cont'd)

In your performance reviews

Do (for everyone)

- Be open and honest, say what you think not what you think people want to hear
- Consider and assess your own progress
- Bring feedback, evidence and examples to show how you're doing
- Celebrate success and discuss what hasn't gone so well and any lessons learnt
- Talk about your strengths and opportunities for development
- Think about what you can do to ensure you have the right skills to deliver and grow
- Discuss key expectations, priorities and next steps
- Keep your objectives and development plan up to date
- Actively listen and question to understand what is said

Do (for managers)

- Recognise and celebrate success
- Give clear, open and honest feedback
- Encourage everyone to grow and reach their potential
- Objectively assess performance, using the descriptors and the behaviours model
- Plan and prepare for the performance review
- Remember it's a two way conversation!

CCB Behaviours Model

<p>Clear Thinking</p>	<ul style="list-style-type: none"> • Understands situations from all angles • Makes useful links to arrive at insightful plans and solutions • Puts our purposes at the heart of solutions
<p>Drive to Deliver</p>	<ul style="list-style-type: none"> • Consistently delivers • Anticipates and overcomes obstacles • Continuously improves processes and ways of doing things
<p>Effective Communication</p>	<ul style="list-style-type: none"> • Knows and understands the organisation • Communicates the right things in the right way to get buy-in • Builds relationships and collaborates to solve problems
<p>Personal Maturity</p>	<ul style="list-style-type: none"> • Is self aware • Shows moral courage, openness and honesty in all dealings • Is resilient, optimistic and open to change • Has an Adult:Adult, collaborative approach to others • Is confident, assertive and self assured
<p>Team Membership</p>	<ul style="list-style-type: none"> • Enables the team to perform well • Supports and encourages the team to develop • Proactively contributes to creating a good team atmosphere
<p>Team Leadership</p>	<ul style="list-style-type: none"> • Knows and develops the team • Consistently manages performance firmly and fairly • Inspires and motivates the team

How to assess performance

Rating	Headline summary	Description of Performance	Examples of Behaviours (from CCB Behaviours Model)
<p>Great</p>	<p>Exceeds majority of role requirements and delivers great results. Displays strong behaviours</p>	<ul style="list-style-type: none"> * Demonstrates great performance and pace by going above and beyond role requirements/objectives * Provides a strong contribution to team unit and wider business performance * Achieves results through demonstrating strong capability and behaviours * Delivers great customer service by working with customers to improve their experience * Requires little additional support to deliver objectives 	<p>Personal Maturity - "Assertive, resilient, proactive and welcomes change". Works on weaknesses to learn and improve. Speaks up constructively even when difficult. Balanced in dealings with others and seeks opportunities to contribute to the wider agenda.</p> <p>Clear Thinking - "Makes links in seeing interdependencies and knock on effects of changes". Can tackle issues not directly related to experience or remit. Plugs into company strategy and initiatives to ensure best outcome for CCB. Always has the customer in mind when devising plans and solutions and consistently considers the customer experience.</p> <p>Drive to Deliver/Commercial Drive - "Pushes self beyond comfort zone and delivers exemplary service". Continuously looks for problems/opportunities on the horizon and acts on them with commitment, energy and pace to make significant improvements.</p> <p>Effective Communication/Smart Influencing - "Engages interest and participation of others". Knows who's who in the company and uses informal networks to collaborate across teams. Presents arguments in a clear, logical way that is relevant to the audience. Solicits others' input to ensure the best outcome for CCB and it's customers.</p> <p>Responsible Team Membership - "Proactively contributes to the team". Volunteers to help and reprioritises own workload. Notices when individuals need support and offers a listening ear and constructive but considerate feedback.</p> <p>Responsible Team Leadership - "Actively committed to team's development". Understands team's strengths and weaknesses and develops them to meet our goals and reach their potential.</p>

How to assess performance (cont'd)

Rating	Headline summary	Description of Performance	Examples of Behaviours (from CCB Behaviours Model)
<p>Performing Well</p>	<p>Meets all or most role requirements and delivers effective results. Displays appropriate behaviours.</p>	<ul style="list-style-type: none"> * Demonstrates performance and pace that meets role requirements/ objectives * Effectively contributes to team unit and wider business performance * Achieves results through demonstrating appropriate capability * Delivers good customer service by quickly and efficiently meeting customer expectations * Requires some support to deliver objectives 	<p>Personal Maturity - "Balanced and confident". Aware of strengths and weaknesses and accepts feedback in a positive spirit. Speaks up constructively when thinks something is wrong. Maintains a positive outlook. Balanced in dealings with others. Demonstrates confidence in own judgement and contributes outside of remit when asked.</p> <p>Clear Thinking - "Applies logic and experience". Works with facts and breaks down information into cause and effect to sort out what is important. Uses experience to help create sound plans to get to practical solutions. Prioritises the customer when driving continuous improvement, adapting solutions and approaches to best meet customer needs.</p> <p>Drive to Deliver/Commercial Drive - "Achievement focused". With a focus on CCB's customers, works with commitment and determination to deliver targets at pace. Acts promptly to overcome problems and obstacles.</p> <p>Effective Communication/Smart Influencing - "Makes productive contributions". Knows organisational processes, procedures and culture to help get things done. Shares relevant information in a clear, informed and logical way. Willingly collaborates with others to get things done and follow through on commitments.</p> <p>Responsible Team Membership - "Team player with positive effect on mood". Commits to the team's agenda, willingly helping others when asked and solving problems. Shares knowledge and experience when asked. Is approachable, friendly, upbeat and listens to and encourages others.</p> <p>Responsible Team Leadership - "Manages people and task". Understands team's skills and interests and makes job matching decisions to meet business goals. Delegates effectively, sets goals, makes performance expectations clear, tracks progress and listens to team frequently to understand their concerns and opinions.</p>

How to assess performance (cont'd)

Rating	Headline summary	Description of Performance	Examples of Behaviours (from CCB Behaviours Model)
<p>Needs Development</p>	<p>Does not meet role requirements in some or all key performance areas. And/ or inconsistent behaviours demonstrated. Requires improvement.</p>	<p>Can be one or more of the following: * Demonstrates performance that is below expected role requirements/ objectives/ pace * Rarely contributes to team, unit and wider business performance * Does not achieve required results * Provides inadequate levels of customer service</p> <p>It may be appropriate for the individual to be on a performance improvement plan (PIP) to drive immediate and sustained performance improvement, although there may be other extenuating circumstances that should be considered. If a person is new in role a PDP would be more appropriate.</p>	<p>Demonstrates negative or inconsistent behaviours, for example:</p> <p>Personal Maturity - "Not self-aware". Sometimes unaware of impact of own behaviour on others; can become withdrawn on receipt of feedback; can avoid raising issues; can be negative or resistant; does not always make own decisions within own accountability.</p> <p>Clear Thinking - "Not aware of all implications of actions". Makes frequent mistakes. Doesn't use all relevant data in their approach to thinking and decision making. Is not proactive in their thinking. Doesn't always put the customer at the heart of their thinking.</p> <p>Drive to Deliver/Commercial Drive - "Doesn't always deliver on promises". Does not always deliver objectives on time or communicate reasons. Will avoid impending problems. Does not match the pace of the organisation.</p> <p>Effective Communication/Smart Influencing - "Has a resistant approach". Does not understand or use all relevant company policies or procedures to get things done. Can be unclear when presenting information. Avoids collaborating with others.</p> <p>Responsible Team Membership - "Sometimes not a team player". Doesn't always commit to or share the team agenda. Can work against the team's objectives. Can keep information to self and be obstructive to the needs of team or individuals within it.</p> <p>Responsible Team Leadership - "Doesn't always manage effectively". Doesn't fully understand the strengths and areas of development for team. Doesn't effectively delegate, set goals, make performance expectations clear, track progress or listen to team to understand their concerns and opinions.</p>

Performance rating matrix

Performance - What	G		Performing Well	Great
	PW	Needs Development	Performing Well	Performing Well
	ND	Needs Development	Needs Development	
		Needs Development	Performing Well	Great
		Behaviours - How		

Example:
 With a 'great' rating for performance and a 'performing well' rating for behaviours you would award a 'performing well' rating overall

Building a great development plan

Your personal development plan (PDP) is as important as your objectives, it explains what you're going to do to make sure you do your job even better. What skills and behaviours are you going to develop?

It's important that you feel you have the knowledge, skills and behaviours you need to perform at your best. A great PDP will describe:

- What you're going to do and why
- How you're going to do it and by when
- The results you'll see and how you'll know you've been successful

Do

- Think about the development opportunities you have, what you want to achieve.
- Write your own development plan, have only two or three things you want to develop (it's your plan but make sure it links to business needs).
- Develop your strengths, become brilliant at something not just good at lots of things.
- Make it stretching, when you write it down it should feel a little uncomfortable.
- When you're looking at how you're going to do it, think about how you learn best and the different ways you can develop, for example learning from others, learning on the job, reading articles etc., don't just think of attending a course.
- Share it with others, you'll be amazed how it will help you to achieve it.
- Update your PDP throughout the year as things change
- When you know you've been successful, **CELEBRATE**

Example development plan

Identified development need	Planned action	Measuring success	Resources
Write what you're going to do and why.	Write how you're going to do it.	Write when you're going to do it by and how you'll know you've been successful.	Write what resources/ support you need.
<i>Time management and planning skills. To improve my ability to prioritise my workload effectively</i>	<i>Reading any articles/ publications relating to effective time management and prioritisation and practice some of the techniques that I learn. Focus on those that I find most effective.</i>	<i>Produce a weekly 'to-do' list in priority order. Line manager feedback confirms tasks are prioritised effectively and delivered on time by a specific date.</i>	<i>Line manager to provide feedback.</i>
<i>Confidence (personal maturity). To confidently say my ideas in team meetings</i>	<i>Identify someone who is confident in giving their ideas, watch what they do, and identify what makes them effective. Consider what and how I can apply these skills. Plan how I will share my ideas (what are my key messages). Share my ideas with 1 or 2 people before a team meeting to check they're appropriate. Give an idea at each team meeting and gather feedback on how confident I was when doing this.</i>	<i>Feedback received to say I gave my idea with confidence in a team meeting by a specific date. Feeling more confident about speaking up publically. Increasing the frequency of my involvement in team meetings.</i>	<i>Colleagues to provide immediate feedback.</i>

Remember the performance beliefs and inspire great performance



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