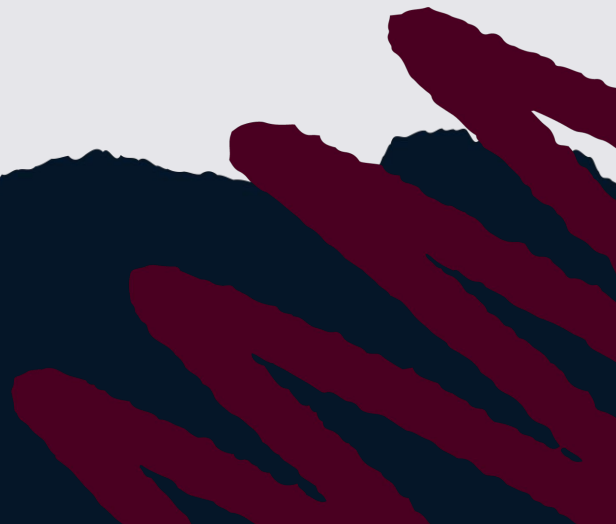




EMPLOYEE GROWTH AND DEVELOPMENT GUIDE



INTRODUCTION

Measuring employee performance is a critical tool for evaluating success, identifying areas for improvement, and fostering growth. Regular performance reviews not only help employees reach their full potential but also drive the overall success of an organisation by aligning individual contributions with broader business goals.

Employee performance reviews should be driven by an organisation's Human Resources (HR) department. For smaller organisations, this guide offers general recommendations for implementing effective performance and career development reviews that should be tailored to your organisation's size, culture, and operational needs.

EMPLOYEE PERFORMANCE REVIEW

A standardised way of ensuring regular performance and career development reviews of all employees is to create a template that allows a streamlined process for all managers to follow.

RATING OF SKILLS AND QUALITIES

Use a scale of words or numbers to evaluate key skills, qualities and Key Performance Indicators (KPIs), grading each skill or KPI against them, for example: *'meeting'*, *'working towards'*, *'not meeting'*, etc. KPIs will vary significantly depending on the employee's role, but examples may include: attendance, technical skills, client relations, creativity, productivity, group work, initiative, independent work, communication, work consistency, etc.

This graded approach to performance establishes a clear and comparable evaluation of employee progress, but used on its own can be limited. It only offers an initial observation without fostering further conversation between the employer and employee.

SETTING CLEAR EMPLOYEE GOALS AND OBJECTIVES

Make sure to set expectations regarding employee job performance and responsibilities from the outset via clear job descriptions and KPIs. This will help employees to understand what they need to do to perform highly in their roles and gives them a roadmap for success.

When goals are aligned with organisational priorities and individual job responsibilities, employees understand how their performance contributes to the business's overall achievements.

This level of alignment ensures that the performance appraisal process is transparent because employees know the criteria against which their performance is evaluated. This also allows the achievement of goals to be used as a measurement tool of success which can be seen as a motivator for many employees.



SELF-APPRAISAL

An alternative approach is to ask employees to complete a self-evaluation and fill out information about their strengths and weaknesses, job performance, and contributions to company goals before the performance review.

By empowering employees to take ownership and accountability for their performance, businesses can encourage employees to reflect on their achievements, challenges, and areas for improvement. Reflecting during the self-evaluation process helps promote self-awareness and provides valuable insights that can help support the employee's development.

GATHER AND PROVIDE FEEDBACK

When used properly, feedback is a powerful tool that helps improve employee performance, supports engagement, and enhances trust and communication between employees and leadership.

Constructive employee feedback lets individuals understand how their actions and behaviours impact their performance and the overall success of the company. By identifying areas where improvement is needed, employees can take proactive steps to enhance their skills, productivity, and effectiveness in their roles.

Ensure feedback is honest, specific, actionable, and focuses on behaviour rather than personality traits. General statements such as "You didn't succeed on project X" or "Your work needs improvement" will lead to confusion and ambiguity, leaving employees feeling unsupported.

OBJECTIVE VS. SUBJECTIVE FEEDBACK

Objective feedback is based on observable and measurable facts, such as whether employees have hit financial or productivity targets. It aims to be unbiased, impartial, and free of personal feelings and opinions, using quantitative statistics and data to form the basis of the feedback. Measurable objective feedback promotes consistency and fairness while helping minimise biases, with employees being measured on the same criteria.

Subjective feedback can provide insights into qualities such as communication skills, teamwork, and attitude that may not be captured by objective metrics alone. It can help to highlight areas for growth and provide a constructive form of evaluation. However, it's important to deliver subjective feedback effectively. Describe the employee's actions, not their personality traits. Avoid vague statements that reflect personal viewpoints, and provide concrete examples to illustrate your points.



DISCUSS CAREER DEVELOPMENT OPPORTUNITIES

Performance reviews are a great opportunity to talk through employees' career aspirations, development goals and discuss organisational succession planning where relevant.

Employees and employers can use this time to initiate conversations about professional growth opportunities, skill development, and career paths. Development plans can be tailored to each employee's strengths, interests, and long-term objectives.

REGULARLY REVIEW AND UPDATE

Performance reviews are not a one-time event but an evolving process, and should be repeated at a minimum on an annual basis. Many organisations hold 6-monthly formal reviews, as well as more informal quarterly feedback sessions.

As business priorities, job roles, and team dynamics change, your review methods should be adapted to reflect these shifts. Regularly assessing both employee progress and the effectiveness of your evaluation framework ensures that your organisation remains agile, fair, and aligned with its goals.

NEED MORE HELP?

For more information and support, please contact us at: info@future-plus.co.uk.

