



Integrated Mid-Year and Talent Review

Manager's Toolkit

June 2015

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Introduction

Looking back on 2014, feedback regarding year-end reviews indicated that the process was sometimes **overwhelming** with the amount of preparation required. A robust mid-year review can greatly **reduce the stress and time** required to prepare for year end. This toolkit has been developed to **support managers** through the mid-year process and which will aid in ensuring a **positive year end experience**. Remember, mid-year reviews are just...

*Part of the Bigger Picture
to Meet Our Business Goals!*



What is Performance Management?

Performance management is the continuous process of **identifying**, **measuring and developing** the performance of individuals and teams and aligning performance with the **strategic goals** of the organization.

As part of this process, managers and employees meet **formally at mid-year and year-end** to:

- Review goals and assess goal achievements
- Assess performance
- Discuss development opportunities and career interests



Resources

[Demystifying Performance Management](#)

What's **NEW** for 2015!

1. The **mid-year review** is **integrated** with the **talent review** to promote a dialogue between employees and their managers about development and career interests while assessing goal attainment and performance.

2. Employees are required to view the **NEW** Core Competencies e-Learning module prior to their mid-year and talent review discussion as part of performance expectations.



3. A **NEW Manager's Checklist** has been developed as a quick reference guide for working through the mid-year review process.

4. **NEW HR initiatives**, including new assessments and an informal recognition program are now available and could be shared with your employees during their mid-year reviews, when relevant. Information regarding these initiatives is included in this Manager's Toolkit.

2015 Mid-Year and Talent Review Process

Step 1 – Prepare for Your Mid-Review

Goal
Assessment

Goal Attainment
Assessment

Performance
Assessment



Step 2 – Prepare for Talent Review

Development

Career Interests



Step 3 – Have Your Mid-Year and Talent Review Discussion

Tips for having a productive meeting

Step 1 - Prepare for Mid-Year Review

A. Conduct a Goal Assessment

Assess your employee's goals to ensure they are following the 2015 Goal-Setting Criteria.

Consider the following...

Goals must be:

- ☐ Aligned with Purolator's strategy and customized for your role
- ☐ SMART (Specific, Measurable, Attainable, Relevant, Time-bound)
- ☐ Entered with only one goal per line in MyCareer
- ☐ Include seven or less goals, in total
- ☐ Written as OUTCOMES, not ACTIONS and with one metric only per goal
- ☐ Including a Corporate Revenue goal with a weighting of at least 10%
- ☐ Including a Core Competency goal with a weighting of at least 10%
- ☐ **Leadership only:** A gross margin (minimum 10% weighting) and PuroNext goal (10% weighting) is included.

Resources

[Goal Setting Overview](#)

[Goal Validation Checklist](#)

[Goal Plan Job Aid](#)

[Exporting Goal Report](#)

Step 1 - Prepare for Mid-Year Review

B. Conduct a Goal Attainment Assessment

After validating your employee's goals, assess how **close they are to achieving them**. Focus on **RESULTS**.

Consider the following...

- ☐ What results have they obtained to move towards achieving their goal target?
- ☐ Have they met their milestones?
- ☐ Will they reach the goal target by year-end or is the goal at risk of not being met?
- ☐ If milestones have been missed, have timelines been adjusted to reflect this?
- ☐ What obstacles/barriers have they identified and how can they be overcome?
- ☐ Do they require additional support or resources to be successful?
- ☐ What has gone well so far this year and why?
- ☐ What can your employee do differently for the remainder of the year?

Tip:

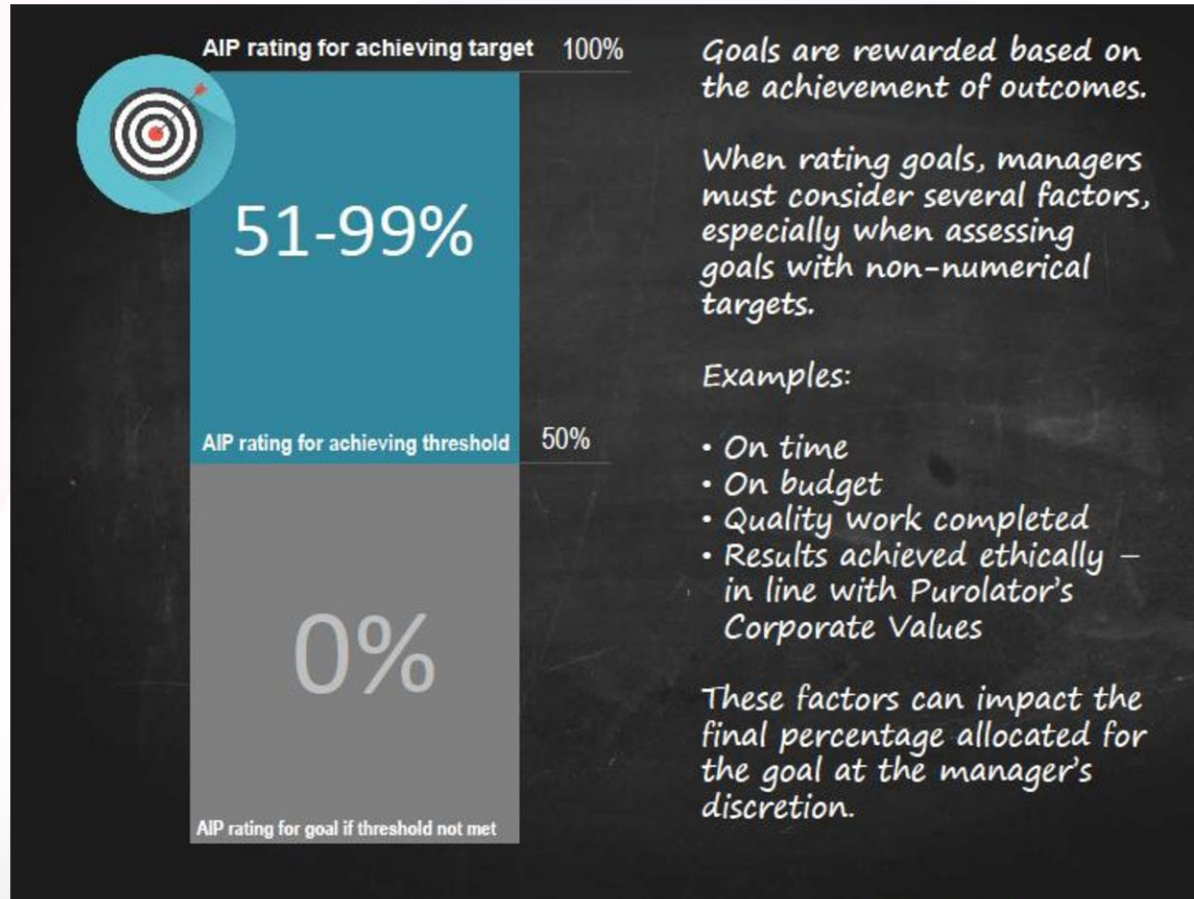
Encourage your employees to track goals each month to make mid-year a breeze!

- Have them use the “Add actions to achieve goal” functionality in MyCareer
- Track in a spreadsheet

Step 1 - Prepare for Mid-Year Review

B. Conduct a Goal Attainment Assessment

Remember... Target = 100% Attainment and Threshold = 50% attainment as the minimum to be rewarded for achievement



Step 1 - Prepare for Mid-Year Review

C. Conduct a Performance Assessment

The **performance assessment** evaluates the quality of your employee's day-to-day responsibilities, along with "how" your employee conducts themselves as an employee of Purolator.



Consider the following...

- ☐ Has your employee viewed **Purolator's Core Competencies e-Learning** prior to the mid-year review? **This is required for 2015.**
- ☐ How does your employee incorporate these competencies into their daily activities? What examples from their day-to-day interactions demonstrate these behaviours?
- ☐ How has your employee performed on high-impact day-to-day activities or initiatives, which are not included in their goals?
- ☐ Have any of their day-to-day responsibilities suffered as a result of their goals? Did they raise this as a concern and find a solution for moving forward?
- ☐ Do they consistently work to a high standard and is their work completed on time?

Resources

[Core Competency Model](#)

[Core Competency Sample Actions](#)

[Rating Scale](#)

Step 2 – Prepare for Talent Review Development

The talent review includes a discussion of your employee's **development and career interests**.

Consider the following...

- ☐ Is your employee happy in their role and would be interested in development opportunities to continue to be engaged and motivated?
- ☐ Do you know if your employee is interested in advancing their career?
- ☐ Is your employee struggling to meet one or more goals and/or performance expectations and needs some additional support to be successful?

The discussion you have with your employee during their talent review is important and the development plan you create together will be as individual as your employee is.

Resources

[Module 1 - Career Planning](#)

[Module 3 - Development](#)

Step 2 – Prepare for Talent Review

Career Interests

Preparing for the talent review discussion will help **clearly articulate your thoughts** regarding your employee's career at Purolator.

Consider the following...

- ☐ Where is your employee with their career at this stage? Are they satisfied?
- ☐ Are they getting what they need? Are they still challenged and feeling fulfilled in the role?
- ☐ What are their plans for the future? Do they have any interest in doing different roles? If so, what areas interest them?
- ☐ What is it that draws them to these roles? What do they want to get out of it? What type of experiences do they want to get?
- ☐ Are they driven to want to get to the next level? What motivates them in that regard and what is their sense of timing? What is it about the next level that is important to them?
- ☐ Are there any specific roles they are aspiring towards?

Resources

[Updating Talent Information in MyCareer](#)



Step 2 – Prepare for Talent Review

Career Interests

Consider the following definitions to help distinguish if your employee is high potential.

	Definition	Indicators	Assessments
Performance	Effectiveness at current role in terms of results (what) and competencies (how)	<ul style="list-style-type: none"> • What – Results attained as per the goals set • How – Competencies exhibited as per Purolator's Core Competencies 	<ul style="list-style-type: none"> • Financial results • Self evaluation of what and how • Manager evaluation of what and how • Performance calibration
Potential	Having the capability –combination of ability, aspiration and engagement – now or at some reasonable time in the future, to meet the requirements of a promotional or more complex position.	<ul style="list-style-type: none"> • Ability is a combination of innate characteristics and learned skills than an employee uses to carry out their day to day work. • Aspiration is the extent to which an employee desires things like prestige and recognition, advancement and influence, financial rewards and overall job enjoyment. • Engagement is the degree of commitment as well as discretionary effort and intent to stay with the organization. 	<ul style="list-style-type: none"> • Self-declaration and interest • Manager's Evaluation based on Potential criteria • Potential calibration (talent review session) • Values Filter
Readiness	Effectiveness against challenges presented at the next position or level	<ul style="list-style-type: none"> • Emergency replacement • Ready 3-5 • Ready 1-2 • Ready now 	<ul style="list-style-type: none"> • Self-declaration and interest • Manager's Evaluation • Stretch assignments
Risk of loss	The likelihood that the person in the position will leave the organization	<ul style="list-style-type: none"> • Compensation, risk factors, development opportunities, time from last promotion, marketability, performance/engagement, relationships, tenure 	Impact/Risk Assessment Chart
Impact of loss	The importance of a given position or role in the organization	<ul style="list-style-type: none"> • Relationships, product/service development, revenue generation, strategy development and execution, talent pool, bench strength, network, expertise 	Impact/Risk Assessment Chart

Step 2 – Prepare for Talent Review

Career Interests

The following 10 research-based factors are predictive of future potential and help to avoid bias. Use these ten criteria to help distinguish those who are truly high potential!

Leadership Promise	Balance of Values & Results	Personal Development	Mastery of Complexity
1) Propensity to lead 2) Brings Out the Best in Others 3) Authenticity	4) Culture Fit 5) Passion for Results	6) Receptivity to Feedback 7) Learning Agility	8) Adaptability 9) Conceptual Thinking 10) Navigates Ambiguity

SOURCE: Hanson, Eric, WHITE PAPER — THE TALENT REVIEW AND HIGH-POTENTIAL Identification: overcoming five common challenges; Development Dimensions International, Inc.

[THE TALENT REVIEW AND HIGH-POTENTIAL](#)

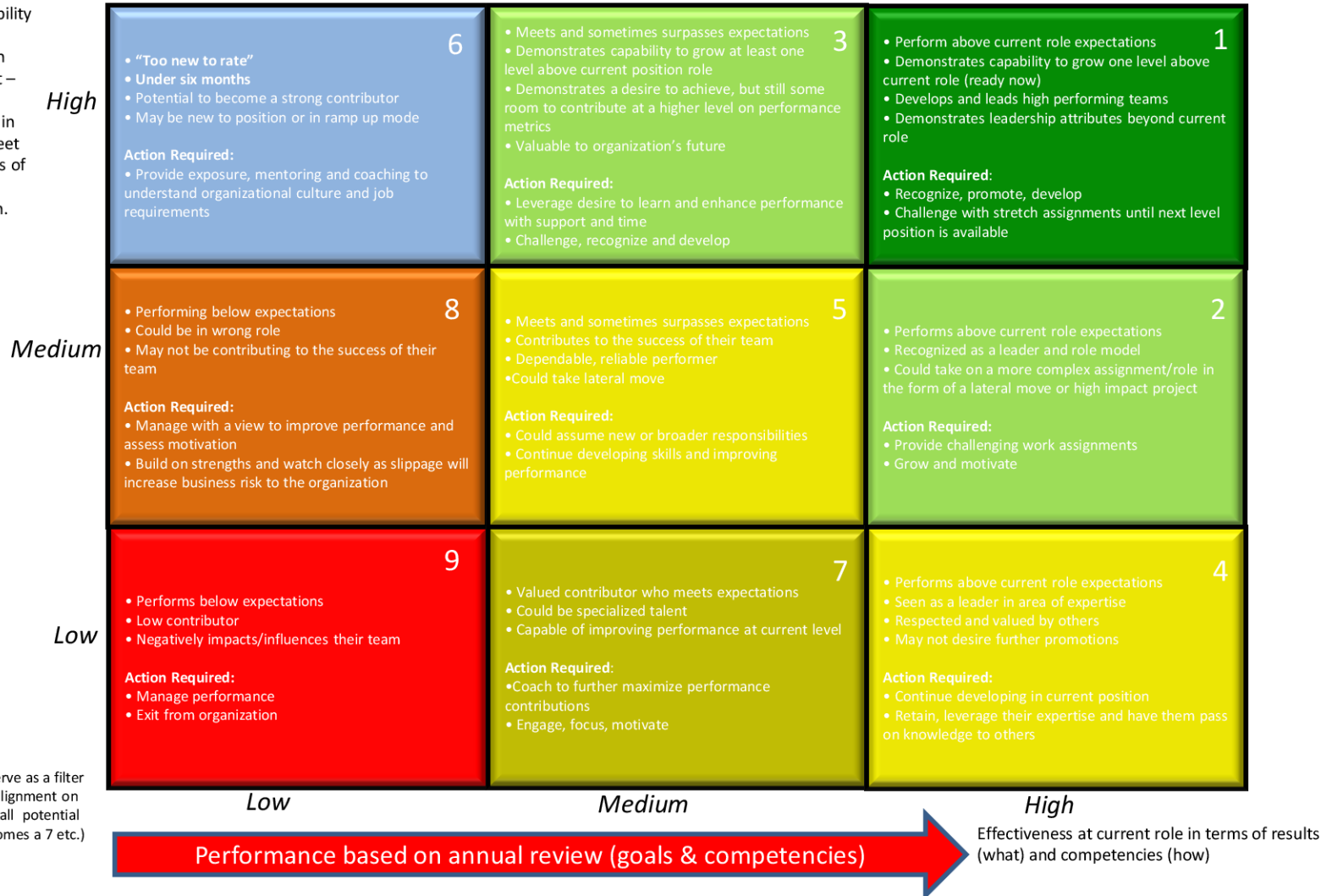
Performance-Potential Matrix

Having the capability –combination of ability, aspiration and engagement – now or at some reasonable time in the future, to meet the requirements of a larger or more complex position.

Potential with values filter

Values Alignment

Purolator Values serve as a filter to potential; a misalignment on values lowers overall potential rating. (i.e., 5 becomes a 7 etc.)



Step 3 - Have the Mid-Year & Talent Review Discussion

How to Have a Productive Meeting

With proper preparation, your discussion with your employee will be productive and valuable.

Bring the following:

- ☐ A copy of your employee's review
- ☐ Notes you have made regarding your employee's goal assessment, goal attainment assessment, performance assessment and development and career interests
- ☐ Examples to validate your thoughts

Consider the following:

- ☐ Approach the discussion as an **interactive**, open, 2-way conversation.
- ☐ Use **active listening skills** to hear your employee's feedback and concerns.
- ☐ Support your comments with **examples and behaviours** demonstrated throughout the first half of the year.
- ☐ Work together to **build a development plan** that will address any goals that have gone off track or any behaviours that are ineffective.
- ☐ When appropriate, work with your employee to **create a plan** that meets with your employee's **development and career interests**.

NEW HR Tools:Resources

You may want to share the following tools and resources when you are meeting one-on-one with your employee.

Informal Recognition Program

Informal recognition program that can be used by any employee to recognize other colleagues across the organization. It can be found on the [PuroRewards](#) website on PuroNet. Talk about this recognition program and encourage your employee to participate.



NEW HR Initiatives

Drake P3 for Development



Drake P3 Assessments FOR INDIVIDUAL DEVELOPMENT

New HR Tool Rolls Out July, 2015

The P3 is a psychometric assessment that focuses on 4 predictive traits of success in the work environment;

- Communication
- Emotional Intelligence
- Leadership Style
- Learning Style

The assessment can be used as an important tool for the development of high potential employees.

The Process

The assessments are simple, straightforward and take very little time to complete.

- An employee completes a 10-minute questionnaire. A report is generated.
- A certified coach from the L&D team meets for one session with the employee to understand the results of the assessment and identify developmental opportunities and next steps.
- The immediate manager takes responsibility for following up with the employee after the initial coaching session.
- Together the manager and the employee debrief and solidify developmental plans. On-going coaching is supported by the manager.



RECOGNIZE AND
UNLOCK
POTENTIAL

*"Leadership is
unlocking
people's potential
to become better."*

Bill Bradley

Employee Psychometric Assessment tool to evaluate and develop employees. The assessment can be used to predict success in a specific role or as a development foundation for an individual.

Resources

[Drake P3 for Development](#)

NEW HR Initiatives

Drake P3 for Team Building



Drake P3 Assessments FOR TEAM BUILDING

New HR Tool Rolls Out July, 2015

Best in class organizations use Drake P3 assessments to evaluate and develop their teams to enhance their performance.

Benefits:

- Improved ability to communicate effectively and reduce conflict.
- Motivated and focused teams.
- Cohesive workgroups who promote cooperation and working together, resulting in the acceleration of the achievement of business strategy and goals.
- Integration of new members rapid and effective.

The Process

The assessments are simple, straightforward and take very little time to complete. The process is as follows:

- Team members complete a 10-minute questionnaire individually. A report is generated.
- A certified coach from the L & D team meets for one session with the manager and the team to debrief the results of the assessments and identify steps to steer through the challenges and opportunities they face.
- The immediate manager takes responsibility for following up with the team for on-going support after the initial coaching session.



**PREPARE YOUR TEAM
FOR
CHANGE**

*"The way a team
plays as a whole
determines its success.*

*You may have
the greatest bunch
of individual stars
in the world,
but if they don't
play together,
the club won't be worth
a dime."*

- Babe Ruth

Employee Psychometric Assessment tool to evaluate and develop high performing teams. During the mid year review, let your employee know you are considering using this tool to assess and develop the cohesion of the team as a whole.

Resources

[Drake P3 for Team Building](#)

To request a Drake P3 Assessment for Team Building, contact L&D



Documentation and Follow Up

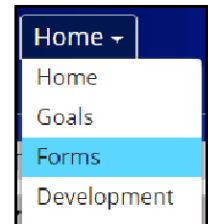
Following the mid-year review, document and follow-up on actions resulting from the discussion with your employee.

- ☐ Finalize the 2015 Performance Review documentation
- ☐ Fill in Talent information section in the Employee Profile in MyCareer
 - Nominations for Future Roles
 - Successors
 - Geographical mobility (if any)
 - Potential (do not overwrite last year's rating)
 - Performance
 - Talent Information - Flight risk and Impact of loss
 - Talent Review Discussion Notes – Strengths, Opportunities and Action items
- ☐ Work with each employee to build **development plans in MyCareer.**
- ☐ **Follow up on development plans** through the remainder of the year to ensure goals are met.

Enhancements for 2015 – Performance Review Form – Managers

Use these NEW Manager features to easily complete 2015 Performance Reviews!

- The form automatically saves every 5 seconds!
- You can access your employee's form and start your evaluation before they have sent the form to you.
- Rate your employees on core competencies simultaneously using the **Team Rater** tool.
- Ask internal or external customers for feedback via email and view their responses within the form.
- Ratings will be locked in at year end to protect the integrity of the ratings and AIP payouts.

A screenshot of the '2015 Performance Review for Brooke Brown' interface. The interface has a dark blue header with 'Reviews' and 'Team Overview' tabs. Below the header, there's a section for '2015 Performance Review for Brooke Brown' with a profile picture of Brooke Brown. To the right of the profile picture is a box showing '10 Incomplete Items'. Further right is a box showing '5 Supporting'. At the top right of the main content area, there are three buttons: 'Print', 'Save', and 'Save As PDF'. Numbered callouts point to various features: 1 points to the 'Team Overview' tab; 2 points to the 'History' button; 3 points to the 'Print', 'Save', and 'Save As PDF' buttons; 4 points to the '10 Incomplete Items' box; 5 points to the '5 Supporting' box.

1 View the **Team Overview** section

2 View forms from previous years

3 Single click buttons to **Print, Save** and **Save As PDF**.

4 View the # of **Incomplete Items** and link directly to them

5 View **Supporting Notes** about the employee entered by you and anyone that responded to your request for feedback.

Enhancements for 2015 – Performance Review Form – Managers

Goals

[Add Goal](#)

Goals from the 2015 Goal Plan are displayed below. Complete the goal assessment for each goal.

To add a new personal goal, click Add Goal.

To browse other people's goals and cascade them to yourself, click Goals in the Home drop down menu (top left). On the Goals page, use the name drop down menu to search for and select a person. Select a goal using the check box on the left side of each goal, then click Cascade Selected to Me (top right).

2015 Plan Objectives **6** To **Edit or Delete** a goal, use the links next to the goal name.

Revenue Edit Delete 10.0% of total score
Not yet started

Learning paths are loaded in the LMS & Train L&D Specialists and HR Managers on pulling completion reports.

* Manager's Comments

7 Enter **Comments** for both mid-year and year-end in the same comment box.

Others' Rating Goal Details Other Details

Employee Comments

So far this year I have held 2 WebEx sessions to train L&D specialists and HR managers about how to pull LMS reports.

Goal Details are shown here. View the **Actions to Achieve the Goal** on the **Other Details** tab.

Important: On the **Others' Rating** tab, you see the **Employee Comments**, and the employee sees your **Manager Comments**. If you modify comments and ratings at the Manager Year-End step and send the form back to your employee, they will see your comments and ratings.

Enhancements for 2015 – Performance Review Form – Managers

Core Competencies

In this section you will complete the day-to-day performance assessment using the **CIRCL** core competencies.

To open the resources below, right click and select *Open link in new window*.

- [Core Competencies \(CIRCL\) Overview](#)
- [Performance Rating Scale](#)

9 Our new core competencies (CIRCL) are included in the form.



Communication

Conveys ideas and information in a clear, concise and easy to understand manner. Influences behaviours and actions of internal and external customers.

* Rating ⓘ

- Not yet rated
- Not yet rated
- Too new to rate
- Does not meet expectations
- Meets some but not all expectations
- Meets expectation
- Exceeds expectations
- Significantly exceeds expectations

* Manager's Comments

Writing Assistant

Rich text editor area for Manager's Comments with formatting tools (Bold, Italic, Underline, Bulleted List, Numbered List, Indent, Outdent, Link, Unlink, Image, Table, Size, Font Color, Background Color, Undo, Redo).

Others' Rating



Employee Comments

I deliver strong presentations that capture audience attention.

10 The **Rating** entered for each Core Competency is used to automatically calculate the **Overall Competency Rating**

Remember: If you modify comments and ratings at the Manager Year-End step and send the form back to your employee, they will see your comments and ratings.










Enhancements for 2015 – Performance Review Form – Managers

Team Overview

Forms ▾
Reviews Team Overview

2015 - Performance Review

Recommended Now Team Rater

		Due Fri 26/08/2015	Due Tue 15/09/2015	Due Fri 15/01/2016	Due Sun 31/01/2016	Due Wed 10/02/2016	Due Wed 10/02/2016	Due Fri 23/02/2016
My Team ▾	Feedback from Others	Employee Mid-Year	Manager Mid-Year	Employee Year-End	Manager Year-End	Calibration	Final Rating	Signatures
 Erooke Brown	 Ask for Feedback Recommended Now	✓						
 Carol Clark	 add more 1 out of 2 people have provided feedback	✓						
 David Drew	 Ask for Feedback Recommended Now	In Progress						

11 Use the **Team Rater** to rate all your employees on the Core Competencies simultaneously

12 Start the **Review** for your employee before they have completed their self evaluation.

13 Ask internal or external customers for feedback via email and view responses directly on the form.

Enhancements for 2015 – Performance Review Form – Managers

Team Rater

2015 - Performance Review Core Competencies

Last Saved: 13 Jul 2015 10:05

Save | Cancel | Print Preview

Note: This section does not save automatically

View a list of your employees sorted by their ratings.

Cannot be edited until the form is in your inbox.

Team Rater

Summary

1 Carol Clark

2 Brooke Brown

- David Drew

Change Management

Communication

Innovation

Leadership

Relationship Building

These boxes represent the **Competency Rating**. Hover to see the rating and click to select it.

Competency Name: Relationship Building

My Rating: Exceeds expectations

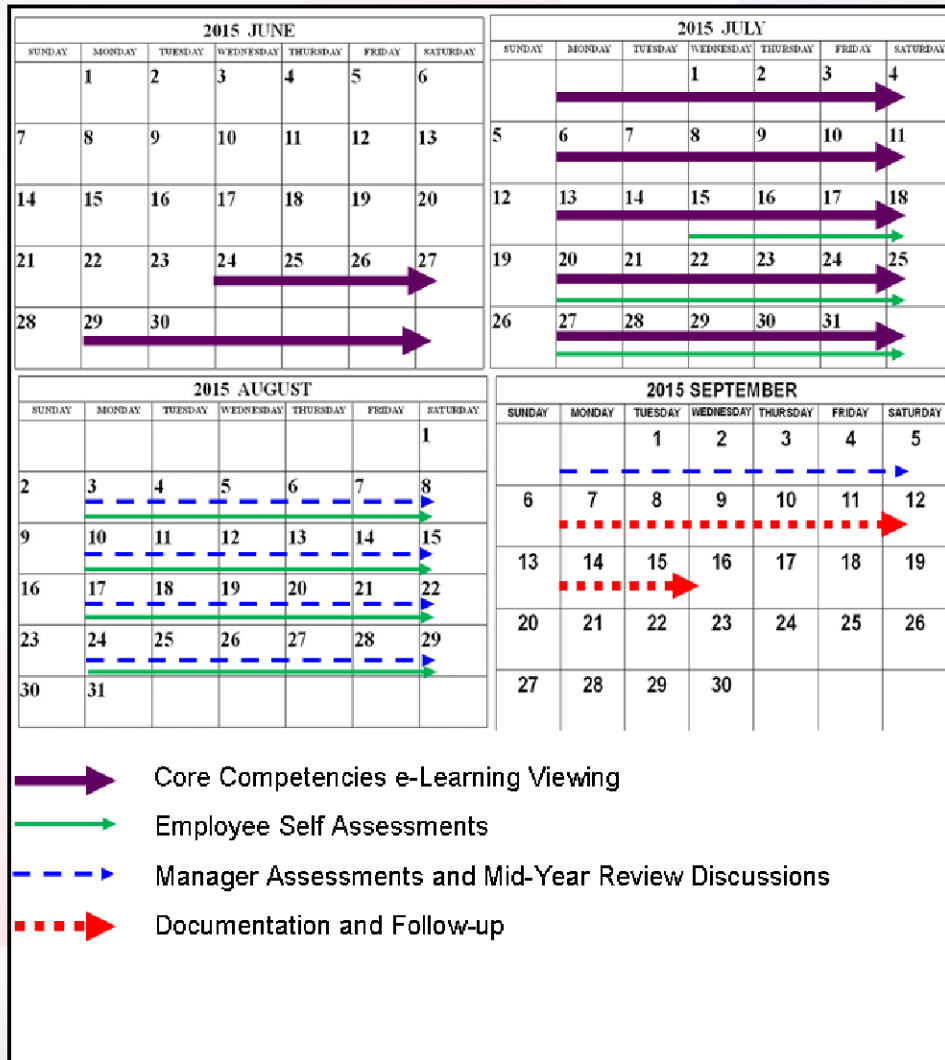
My comments:

Writing Assistant

Finished Cancel

Click the comment bubble to add **Comments**

Mid-Year Timelines



“A goal without a plan is just a wish”

Manager's Mid-Year Checklist

Step 1 – Prepare for Mid-Year Review

A. Conduct a Goal Assessment

- ☐ Are they SMART objectives? Outcome based? Target and Threshold set? Do not exceed 7 goals?
- ☐ Include a Revenue and a Core Competency Goal?

B. Conduct a Goal Attainment Assessment

- ☐ Focus on RESULTS. Highlight SUCCESSES and Identify CHALLENGES.
- ☐ What has gone well and why? What can be done differently?

C. Conduct a Performance Assessment

- ☐ How do behaviours align with the expectations outlined in Purolator's Core Competencies?
- ☐ Have they viewed the **NEW** Core Competencies e-Learning?
- ☐ What is the employee's performance on high impact day-to-day activities or initiatives?
- ☐ What is the quality and timeliness of their work?

Step 2 - Prepare for Talent Review

- ☐ What is the ABILITY of your employee? What are the innate characteristics and learned skills your employee uses to carry out their day-to-day work?
- ☐ What are your employee's ASPIRATIONS?
- ☐ Does your employee desire things like prestige and recognition, advancement and influence, financial rewards and overall job enjoyment?
- ☐ Is your employee ENGAGED? What is their readiness to move to the next level?
- ☐ What is the likelihood that the person in the position will leave the organization?
- ☐ What is the importance of their position or role in the organization if they were to leave?

Manager's Mid-Year Checklist

Step 3 - Have the Mid-Year & Talent Review Discussion

- ☐ Approach the discussion as an **interactive**, open, 2-way conversation.
- ☐ Use **active listening skills** to hear your employee's feedback and concerns.
- ☐ Support your comments with **examples and behaviours**.
- ☐ Work together to build a **developmental plan** that will address:
 - any goals that have gone off track or any behaviours that are ineffective;
 - or to help employee prepare for the next level (if relevant).
- ☐ What new initiatives are relevant to share with your employee?
- ☐ Have you considered a P3 Team Building or P3 for Development?
- ☐ Have you encouraged your employee to participate in the Informal Recognition Program?

Remember to Document and Follow-up

- ☐ Have you added your performance assessment to your employee's profile in MyCareer?
- ☐ Have you added your talent assessment to your employee's profile in MyCareer?
 - Nominations for Future Roles
 - Successors
 - Geographical mobility (if any)
 - Potential (do not overwrite last year's rating)
 - Performance
 - Talent Information - Flight risk - Impact of loss
 - Talent Review Discussion Notes – Strengths, Opportunities and Action items
- ☐ Did you build a development plan with your employee and document in **MyCareer**?
- ☐ **Consider making a note to follow up on development plans** through the remainder of the year to ensure goals are met.



Need more information?

Please contact...

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