**Performance Management@SecurEyes**

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Scope: SecurEyes

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# Introduction

SecurEyes’s performance expectations focus on four key areas:

1. We believe that the on-going review of our people's performance and investment in their development is an essential part of creating a high performance culture. As such, every Securian will be given a formal performance and development review every quarter in a financial year.
2. Focus on the strengths of each Securian “discover what is unique about each person and then capitalize on it”.
3. We believe that doing things in the right way is as important as getting things done. Performance at SecurEyes is defined as a combination of successful delivery against specific business goals ("what") and people demonstrating/role modelling SecurEyes’s values (behaviours - "how") in achieving those deliverables.
4. SecurEyes’s performance expectations focus on a number of key areas:

* The impact and level of responsibility of the role
* Achievement of results as detailed in individual performance goals
* Business context surrounding this achievement (challenge, complexity etc.)
* The behaviours demonstrated through the achievement of results

This means that your contribution to our performance comes from a combination of your impact, the way you work with customers and colleagues and through delivery of your agreed goals.

Performance management is an essential ingredient of our success and the performance management and development process is a key management tool to ensure we create and sustain a high-performance culture and deliver against our goals.

In building a high performance work environment, both managers and team members must be accountable and take personal responsibility for performance management and for continuously driving high performance.

This guide is designed to help you understand a number of changes in the performance management and development process this year, in particular the introduction of a simplified set of values – **Commitment** for sustainable growth and customer success, **Passion** for teamwork and **Excellence** in everything we do and a behavioural framework to underpin these values. Please refer to Appendix A at the end of the document.

This guide provides you with the essential information about how to:

1. Plan for performance
2. Review performance
3. Develop performance
4. Reward performance

By following this guide and becoming actively involved in our performance management and development process, each Securian will be able to play his/her part in communicating, engaging and driving our expectations for impact, behaviours and outputs/results.

# Section 1: The performance process

The model below shows the 4 stages of performance management and development, with a focus on the on-going, everyday discussions that managers have with team members. The reviews and feedback will be captured in the HRIS every quarter end on the Objectives and Key Results (OKRs).

This guide is structured around the 4 key stages shown and will help you to understand the policy, process and philosophy behind the performance management at SecurEyes.

**Setting OKRs with “what” and “how”**

**Plan**

**Recognition, pay review, incentives, promotions**

**Continuous ongoing quarterly feedback with coaching and rewarding**

**Reviews against OKRs**

**Review**

**Reward**



Develop

**Plan**



# Section 2: The four steps in the performance process

**Develop**

**Developmental plans basis quarterly feedback**

# **Step 1: Plan**

At the start of each financial year, you will need to discuss and agree on the OKRs for the year. Individual OKRs should flow naturally from SecurEyes to business units and team plans. Each individual should be able to see a direct link between what they are being asked to do and SecurEyes’s plans and priorities.

This diagram illustrates how it all fits together:

**SecurEyes’s OKRs**

**Company goals**

**External influencers**

**Internal influencers**

I

**Business OKRs**

**Department goals**

Strategy

**Team goals**

Legislation

Strategy

**Team OKRs**

Values

Market

Market

Brand

Technology

**Individual OKRs**

Resources

Customer

**Individual goals**

Setting the performance plan includes two elements:

|  |  |  |
| --- | --- | --- |
| **1. OKRs** | **The ‘what’** | **The specific deliverables that an individual is responsible for during the period. Each objective will be derived from 3-5 key results.** |
| **2. Behaviours** | **The ‘how’** | **The behaviours that an individual needs to demonstrate to deliver effective performance.** |

# The What:

# Setting OKRs

1. Setting OKRs is an important part of the performance management process and, if done well, makes it easier to drive, monitor, assess and give feedback on performance throughout the year.
2. Clear, stretching OKRs are important because they provide motivation and an overall sense of direction to help steer activities through the year. In our ever- changing environment, it is important to provide focus to ensure that Securian stay on track and understand what is expected of them.
3. It is also important to understand that OKRs, their priority and associated metrics are directional. They are not ‘cast in stone’, or fixed. As internal and external changes impact business priorities throughout the year, adjustments may be necessary to both overcome challenges and take advantage of new opportunities. To ensure that goals, priorities and metrics remain relevant, they should be reviewed regularly and amended as appropriate. Any adjustments should be discussed and agreed before updating HRIS, which will track changes.
4. For new joiners or if a Securian is trsnsferred to a new role during the year, goals should be agreed and recorded in HRIS within the first two months after joining a team.

If a Securian is being transferred to another team or taking on a new role, their manager should have a review meeting with them and document progress against OKRs in HRIS, ensuring they have completed all of the necessary steps in the process e.g. the quarterly review if the transfer is taking place after the quarter.

If the new manager needs the team member to add new goals to their existing form, this should be done in the usual way in HRIS. Both the managers should be involved in agreeing a final rating of the team member at the end of the year, taking into account what has been achieved in both the roles.

# Agreeing OKRs

1. The team member is closest to their own work and is generally best positioned to propose a draft of their OKRs following an initial discussion with their manager on priorities. However, there are circumstances when company or business OKRs will be cascaded to all Securian. In all cases, the team member and manager should meet to discuss, agree and finalize the OKRs and metrics. At this OKRs setting meeting, they should:

* Discuss how the chosen goals link to the business and team strategy for success, as well as to that of the overall business
* Write OKRs in terms of end results, not in terms of tasks. HRIS will provide support to ensure goals are smart (specific, measurable, achievable, relevant and timely)
* For each OKR, identify what the key metrics will be (these identify how you will know when it has been achieved and could include timescales, quality standards, quantities or feedback measures). Metrics should involve appropriate ‘stretch’ and should be updated as appropriate through the year. HRIS will record changes, and will be important input to the end of year performance review

1. Discuss and agree the priority for each goal.
2. Discuss and agree any actions, support or development to help achieve the goals.
3. Discuss how you can live the values of SecurEyes by demonstrating the behaviours that underpin them.

# What should be included in the OKRs

1. There is no set number of OKRs - but it is recommended that each Securian has between 2 to 4 objectives. Some roles, with a narrow focus or larger scale, may require fewer. It is helpful to include some “smaller” goals as well as major goals.
2. Goals may focus on “business as usual” activities relating to an individual’s accountabilities, but with an improvement or ‘stretch’ metric and also on improvements in the way we do our work, improvements that move the business forward and create excellence.
3. All OKRs will be included within one of the following four categories when they are recorded in HRIS. Together they form a balanced business scorecard:

* Customer
* Business process/product
* People and development
* Financial

As our mission is based on delivering a great customer experience and our priority year on year is profitable revenue growth, we expect every Securian to have at least one OKR that fits into the “financial” category and one that fits into the “customer” category. Customer goals can, of course, relate to either external or internal customers.

1. If you are a line manager, you should also register an OKR to complete your people management responsibilities within required timelines.
2. HRIS includes a number of features that will assist in setting consistent goals across SecurEyes.

# Timelines for finalizing OKRs

1. Annual OKRs should be finalized, agreed and entered for each Securian in the HRIS by end-April. For new joinee, he/she should enter the OKRs in the HRIS within 60 days of joining. HRIS will remind continuously and escalate if the timelines exceed.
2. Quarterly appraisal will include review and feedback of OKRs against each objective. This will be done within 10 days of the start of the new quarter except in April. In April annual OKRs and quarterly OKRs to be closed by end April.
3. Regular reviews of OKRs, metrics and behaviours demonstrated will ensure that you track and adjust performance, have opportunities to share feedback and to respond to any issues that arise during the year.

All performance and development goals should be:

|  |  |  |
| --- | --- | --- |
| **S** |  | Specific. It should be clear exactly what you need to be focusing on. Think through the steps needed to achieve the OKRs, who the customer is and who else needs to be involved. |
| **M** |  | Measurable. You should understand how the OKRs will be measured and should be able to detail what successful achievement of the OKRs will look like. Include the timing for achieving each OKR and timing for steps involved to help you track progress against the overall achievement of the OKRs. |
| **A** |  | Achievable/attainable. OKRs should be stretching, challenging and developmental. However, unattainable OKRs will demotivate. The final OKRs should be agreed between team member and line manager. |
| **R** |  | Relevant. There should be every opportunity for you to achieve what is expected. In addition, the OKRs should be closely aligned to the overall goals of the company, business unit and team. |
| **T** |  | Timely. You should be clear about the time frames and key milestones for achieving the OKRs. |

The ‘How’: SecurEyes’s values and behaviours Brand

# Setting OKRs:

Background

We need to grow our business. To do this our leaders need to be the best that they can be, because amazing leaders build an amazing business. Our SecurEyes Values Framework makes it clear what is expected from our people – the successful mindsets and the behaviours we all want to see.

We believe that doing things in the right way is as important as getting things done, which is why we have introduced a simple set of values.

Our three SecurEyes values are **Commitment** for sustainable growth and customer success, **Passion** for teamwork and **Excellence** in everything we do. Each of these have defined mindsets associated with them, along with examples of behaviours that we would expect to see from people living the values. The behaviours are about the things you do rather than the skills you demonstrate - they are actions that can be observed and measured and which achieve a specific outcome.

There are two different versions of the framework – one for people managers and one for individual contributors. Whilst the values and mindsets remain the same for all, the example behaviours provided are different, to reflect the fact that those who are leading teams will be able to display some values in different ways.

For example, people managers can help to create brilliant teams by “hiring the right people,” which would not be a behaviour that most individual contributors could display.

Managers and team members should discuss the values and mindsets, and the behaviours that would be expected based on the team member’s role in the business, as a part of OKR setting to make sure everyone understands how the values and mindsets apply to them. It is important to remember that everyone will be rated on their performance against the values as part of their quarterly and full-year reviews, and that these values ratings will make up 20% of the overall rating that we use to determine what level of increments/bonus/growth they will receive

In advance of using the values framework as part of performance management and development it will be important for line managers to discuss them with their teams either in a one on one meeting or in a team meeting to help familiarize everyone with the framework and how it will be used.

It is important that everyone understands what the values and behaviours mean, what some of the examples might be, how they can apply them and link them to their day-to-day activity. The examples given in the framework are there to guide and to open up a discussion about how Securian can represent the values in their own roles.

Securian will be required, as part of the performance review, to provide input on the extent to which they have demonstrated the required behaviours during the review period.

In terms of quarterly and year end performance review and overall assessment, demonstration of expected behaviours will be taken into account as a factor. This means that overall performance assessment relative to achievement of goals may be adjusted as appropriate.

# Development planning

During the planning stage both the manager and team member should be thinking about what development may be needed to help them acquire or improve the skills and knowledge they will need to meet and exceed the OKRs that are being set. The manager and team member should have a conversation around development needs and from this discussion a development plan should be agreed and entered into HRIS (see Step 3 –Develop in this guide).

Once you have agreed the OKRs and measures in HRIS, you have completed the first stage of the process – OKRs setting.

# **Step 2:Review**

# Frequency of reviews:

1. Having set the OKRs at the start of the review cycle, they should be reviewed and updated regularly, with formal reviews every quarter and at the end of year (April).
2. At the end of year review you will be asked to review your own performance across the whole year and discuss this with your line manager. If you are a line manager, you will need to form a view of the performance of all your direct reports across the year and provide an assessment for final performance rating. Regular reviews, along with the quarter and end of year reviews will be completed and reported using HRIS.

# Aim of regular reviews

Regular reviews are an important part of ongoing performance management. The aims of these are:

* To ensure that Securian remain clear about what is expected of them
* To review and update OKRs where appropriate
* To provide an ongoing picture of performance against the OKRs and against the required behaviors
* To help improve performance throughout the year and ensure that it stays on track
* To avoid any surprises at the end of the year
* To allow Securian to raise issues, if any and get the support, where required
* To consider what areas may require training and development support
* To update and review the personal development plan

There are four distinct parts to review:

* Performance against the OKRs
* Update OKRs and metrics (if required)
* Performance against value behaviors
* Development progress and plan for further development

Development planning may take place, if desired, at a separate meeting shortly after the performance review. Separating these conversations has two benefits:

* It allows time for reflection on the performance discussion and any highlighted development areas
* It ensures that the development discussion gets sufficient time and focus and is future focused

# Preparing for performance reviews

* Team members should prepare for the discussions and consider performance against OKRs, behaviors, progress on development plans and suggestions for future development.
* Line managers should:
* Prepare views on each individual’s performance against their OKRs and value behaviors, providing examples that support these views
* Focus on the strengths of each Securian “discover what is unique about each team member and then capitalize on it”
* Obtain input and feedback from others including managers, peers and customers
* Prepare feedback and discussion areas/topics
* Consider what problems or obstacles may have prevented the team member from achieving their goals, or made achievement of these goals more challenging
* Be ready to discuss future goals and development needs, if it found to be appropriate
* At a practical level, ensure you have booked the use of a private and confidential room for the discussion; make sure that you set aside sufficient uninterrupted time for the discussion

# Obtaining feedback

For line managers, obtaining feedback on team members in advance of the reviews is a great way to test your own perception of performance, obtain useful examples to reinforce what you plan to say and to provide a more rounded view of contribution. Gathering feedback about people in your team is a powerful way of understanding their strengths, weaknesses and areas for improvement.

There are various ways of collecting and presenting feedback including asking for written or verbal feedback from key contacts that the individual works with most closely. It is important that the providers of feedback know how this will be used and whether it will be attributed.

For all forms of feedback, it is most effective to provide specific examples to illustrate any positive or developmental areas for the team member.

Managers and team member need to use the feedback functionality in HRIS to invite others (e.g. project managers) to provide their feedback during quarterly and year end performance reviews, or they can request feedback comments to be sent via email. Additional manager will provide quarterly and year end feedback in the HRIS.

# Managing the review discussion – ‘You, Me, Agree’

Reviews are a great opportunity to have open discussions and build trust. In order to achieve this, it is important that reviews are genuinely open, two-way and collaborative. The ‘You, Me, Agree’ approach summarized simple structure for performance and development reviews at both the quarterly and end of the year to help everyone get the most from the discussion. For each element of the review, simply take the following approach:

**YOU**

**(Team member)**

Team members should:

* Be prepared to discuss your OKRs and behaviours with examples and evidence of what you have achieved
* Be honest and open about what has and what hasn’t worked
* Be prepared to clarify your inputs and provide more information where this will improve understanding of your goals and achievements

**Me**

**(Line manager)**

Line managers should:

* Be positive in the entire discussion. Be open and start with thanking the team member for adding value towards the growth of SecurEyes
* Take each OKR and behaviour in turn. You should ask the individual for their view of how they have done – what have they been pleased with/less pleased with? What support do they need?
* Listen carefully, and ask questions to aid understanding - but avoid giving your opinions
* Encourage the individual to offer a balanced view, using open questions like ‘what aspect of your performance were you particularly proud of?’ or ‘what would you do differently the next time round?’ to prompt their thinking and direct the discussion
* Check understanding of what the team member is saying by summarizing the conversation
* Once the individual has given their view, provide them with your own perceptions, feedback and any relevant performance data. Be specific when providing feedback– refer to specific projects, achievements and feedback from others
* Place emphasis on the individual’s performance strengths, especially those that have had the greatest impact. Focus on strengths. Discussion of developmental areas must be clearly focused on specific suggestions for improvement or development
* Discuss and appreciate any additional contribution the individual has made which may be outside of the agreed OKRs
* Remember that when OKRs are reviewed there should be no surprises. Regular feedback during the year provides the individual with important insights and minimizes resistance

**Agree**

**(We)**

You should both encourage a two-way discussion on where your views are similar and where there are differing views. Where disagreement exists, discuss your different perceptions with a view to achieving greater understanding and reaching agreement.

# Reviewing against the OKRs

* Using the ‘You, Me, Agree’ approach highlighted above, take each OKR in turn and discuss performance against the OKR, using the performance measures outlined as a prompt to assess the extent to which the OKR is on target or has been met.
* You may find that some of the OKRs are now complete, irrelevant or need amending or replacing. Similarly, the priority ranking and/or metric may need to be adjusted. Use this opportunity to make those amends.
* If, during the course of the year, one of the OKRs no longer applies then line managers should record a summary of the individual’s contribution towards that OKR until the date it was no longer relevant in HRIS. This will need to be included in the review of performance at the year end and it may be necessary to consider setting a new goal, or an adjusted metric.

# Reviewing against the behaviours

We have tried to make the behaviours we expect of our people under each of our values really clear and simple. If our expectations are clear and you have communicated this to your team member effectively, rating how well their behaviour has aligned to our values should be straight forward.

You need to look again at each of the mindsets and behaviours listed, review any evidence that your team member has provided or that you have gathered and rate how they have performed based on the guidance below, recording this in HRIS.

This part of the review discussion will form an important input to both the quarterly and final year end performance assessment and to the development planning discussion.

# Discussing overall strengths and areas of development

As a way to summarize the performance review, agree what have been the highlights and low points for the period and record these in HRIS.

# Giving useful feedback

For the team member, feedback can determine whether their performance is “on track” or if they need to make any changes in order to improve performance. For the manager, feedback is a very important tool to improve or sustain performance. One of the greatest obstacles towards effective performance management is that feedback is often viewed more as a “once a year” requirement than an on-going process. However, continual quarterly feedback makes a difference. Candid, timely feedback is the only way for people to truly improve what they do. Reviews often take place too long after the performance being critiqued has occurred. Real-time feedback built into regular meetings is the best method for producing true performance improvement.

Feedback tends to be focused either on reinforcing good performance and/or improving performance. The rules for approaching both types of feedback are the same. It needs to be:

* Specific: Provide examples of specific behaviors that you have seen – avoid generalizations.
* Clear: Feedback should be unequivocal with no room for misunderstanding.
* Timely: Provide the feedback as close as possible to the behaviour or performance

OKR behind any prejudices you have about personal style and approach.

* Well-intended: Examine your intentions before giving feedback: is it in the best interests of the individual and SecurEyes?
* Supportive: Challenge the behaviour but support the person – offer your help
* Balanced: Ensure you provide a good balance of positive and developmental feedback.
* Accurate: Check out your facts. Presenting an inaccurate detail reduces the credibility of the feedback.
* Honest: Be open, direct and sincere and the feedback will be seen as credible.

In addition, remember to:

* Manage your non-verbal messages.
* Be mindful of how you deliver your feedback, as it can be just as important as the feedback itself.
* Manage non-verbal behaviour, which you should be aware of while you give feedback includes eye contact, body posture, facial expressions, etc.
* Listen for reactions.
* Be sure to allow the individual time to respond. Use active listening skills and check for understanding.
* Encourage individuals to request feedback themselves.
* Encourage a culture of continuous improvement and learning to support individual development.
* Check how the feedback is working for the individual- Sometimes there is a disconnect between the manager’s impressions of the feedback they give and the team member’s impressions of the feedback they receive. You should follow up at a later date to ask each team member whether the feedback provided is working for them.

# Recognition:

Many independent surveys have shown that recognition for a job well done is the top motivator for employees. Thanking a team member when they have done a good job is easy to do and does not cost anything. Positive feedback is also a proven method for lifting a team member’s performance from good to better or best. Focus on the strengths of each Securian “discover what is unique about each person and then capitalize on it”.

Recognition can include:

* Personally congratulating an Securian for a job well done
* Writing a note to the team member (and to their manager if the team member is not your direct report) to thank them
* Having the CEO and/or management leader personally thank the Securian (depending on the impact of the job well done)
* Look for opportunities to provide recognition for behaviour that benefits the individual, the team and the organization

Examples could include when a team member:

* Completes a project well
* Takes the initiative to find a better way to do their job
* Improves or eliminates work related problems
* Handles difficult situations successfully
* Uses newly learned skills for the first time and succeeds/ fails
* Uses a business idea to build something new and succeeds/ fails

What to do if the performance falls below expectations:

Regular reviews are designed to ensure that an individual’s performance is on track. If the performance isn’t meeting expectations, it is the line manager’s role to support the individual and agree on a course of action. The first step should be an honest and open two way discussion.

If the individual has not achieved their OKRs line managers should ask:

* Are the OKRs realistic? Is it reasonable to expect the team member to achieve them? Do they need to be amended, in terms of timescale or metric?
* Does the team member have too many OKRs? If so, how can they be supported to achieve them? Can work be delegated? Can any be removed? Can any deadlines be revised?
* Has the team member failed to meet their OKRs because they were dependent on colleagues or other areas of the business that failed to deliver?
* Is the team member lacking in a key skill required in delivering the OKRs?
* Are there any other reasons that might affect the situation? Has the team member been absent from work? Are all the relevant resources available?
* If there is a capability issue, and whether he/she can be placed on a Performance Improvement Plan (PIP).Timelines with clear objectives and support will be provided to help the Securian succeed.

Line managers should always try to find the root cause of the problem and support the individual to come up with a solution to get them back on track.

If the individual is not meeting the values requirements line managers should ask:

* Were the desired behaviors made clear to the team member?
* Has appropriate feedback been given using specific examples of when they didn’t demonstrate the desired behaviors?
* Has positive feedback been given when the individual has demonstrated the desired behaviors?
* Are there any interpersonal factors in the workplace that you know about?
* Are there any external factors influencing the team member’s behaviour?
* If there is an intent/cultural fitment issue, and whether he/she can be placed on a Behavioural Improvement Plan (BIP). Timelines with clear objectives and support will be provided to help the Securian succeed.

If line managers require further information and advice when performance falls below expectations, they should contact the HR team for additional support.

Pitfalls

Try to avoid these common review pitfalls:

* Line managers talking more than listening
* Becoming agitated or annoyed if you disagree with a point of view
* Voicing criticism that is general rather than focusing on real examples of performance
* Failing to understand each other’s perspective and assessment of performance
* Having unclear objectives about what should be achieved in the discussion
* Failing to gather objective evidence to support what you are saying
* Not being prepared to have difficult discussions where these are necessary
* Failing to praise performance from a consistent high performer

After the review, line manager should:

* Record and review their written comments and assessments in HRIS
* In case there is a performance or behavioural issue, put the team member on PIP or BIP which is accessible in HRIS
* Share the proposed comments and assessments with the team member via HRIS

Team member should:

* Review their line manager’s written comments and assessments in HRIS; discuss any issues that arise from the comments and assessments with the line manager

# End of year performance review and ratings

The final review of the assessment year should take a similar form to those conducted throughout the year but, in addition, line managers will be required to provide an overall assessment across the whole year and discuss that with their direct reports. The proposed ratings will then be finalized through a formal calibration process. Once calibration is complete, managers will then need to hold one on one review meetings with their reports to discuss their performance.

The key differences between regular reviews, quarterly reviews and end of year reviews will be:

* The amount of time spent in preparing and discussing performance.
* Whilst all review discussions can be recorded in HRIS, formal reports of quarterly and end of year reviews are mandatory. Compliance with these reviews will be monitored by HR.
* Once the review has been concluded, you will be asked to provide ratings as follows:
* Individual assessment of each goal
* Individual assessment of each behaviour
* Two overall ratings covering achievements against goals and behaviours
* An overall performance rating, which may subsequently be adjusted through the calibration exercise

More information on the performance ratings process is given in Step 4 –Reward.

# Documenting the process

Both the quarterly and end of the year review processes should be carried out with the support of HRIS.

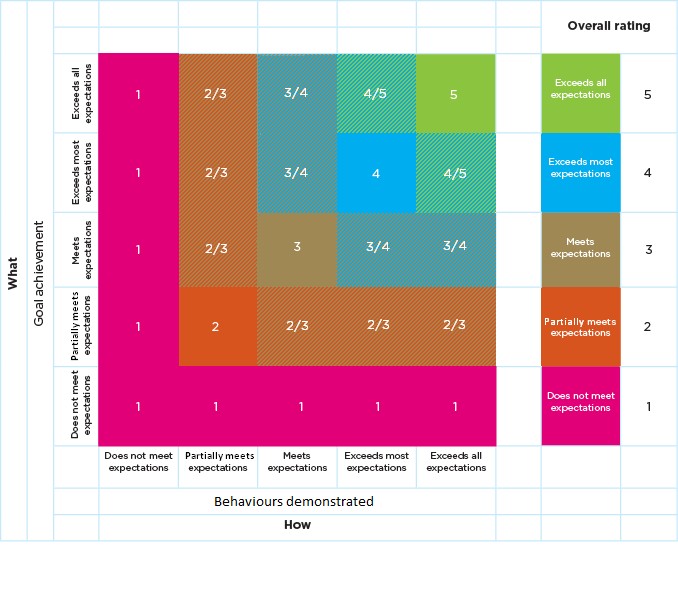
Line manager should:

* Report/review their written comments and assessments in HRIS
* At the year end, assign an indicative performance rating for review and authorization through calibration
* Share the proposed comments and assessment with the team member at both a quarterly and year end one on one meeting
* Following the team member’s review of the comments and assessments, add further comments to the form based on what was discussed in the one on one meeting

Team members should:

* Discuss their line manager’s comments and assessments at all the quarterly and year-end review meetings
* Review their line manager’s written comments and assessments in HRIS following the year end meeting
* Discuss any issues about the comments and assessments with their line manager
* Once they are in agreement with their line manager about the comments and assessments, add any final comments following the one on one meeting and progress through the sign-off steps in HRIS
* Both manager and team member must confirm online in the HRIS form to indicate that the review meeting has taken place and the review is concluded

The performance rating should be a balanced view of overall performance based on both the ‘what’ and the ‘how’ and clear indicators have been provided. An overall performance rating matrix that gives guidance on the overall performance rating is provided below.



# **Step 3:Develop**

The personal development planning part of the performance review can either be conducted as the final stage of each review, or preferably at a separate meeting shortly after. The benefits of holding it at a separate time are twofold:

* It allows both you and the individual to reflect on what has been said about performance and consider what this means for development
* It ensures that proper time and attention is given to this stage

What is the development planning process?

Development planning is the key process for Securian to focus on what skills and knowledge they need to help them fulfil their goals in their current position and strive towards future opportunities and career development within SecurEyes, and the behaviors that need to be demonstrated to get there.

What sources of information are necessary to complete a development plans

Individual development planning involves interpreting and analysing the team member’s past performance, current role requirements and expectations, career growth and future aspirations. The purpose of this stage in the process is to breakdown the information into a focused, actionable plan for developing key skills and knowledge.

|  |  |  |  |
| --- | --- | --- | --- |
| Past performance | Performance reviews |  | Development plan |
| Discussions with manager |
| OKRs |
| Feedback from others |
|  |
| Current performance | Performance standards |
| Expectations in the current role |
| Business OKRs |
|  |
| Future focus | Career discussions |
| Career aspirations |

When does development planning occur?

Development planning should be a regular process and build upon previous learning and experience. Effective development plans should link with business needs and personal growth opportunities. Plans should be revised on an ‘as needed’ basis when business goals or personal goals change, role or responsibilities change, and when development activities are completed or a targeted skill is mastered.

* Development planning can include an enhancement of current performance as well as preparation for the future.
* At the individual level, personal development plans focus upon improving current levels of performance and acquiring skills needed for future growth.
* At the organizational level, development planning involves identification of present and future needs compared to available talent, and succession plans covering future needs.

There is a clear link between performance reviews, goal setting and development planning as development can be driven by the review of past performance as well as by the setting up of clear goals for the next performance period.

HRIS contains a development tab where a personal development plan can be entered. All Securian should have their development goals entered here, and they should be reviewed regularly along with the performance goals and behaviors.

Just like performance goals, development goals should be smart.

A development objective of:

* Improve leadership skills

Is far less likely to be achieved than:

* Complete the leadership development programme by the end of Q2. Create a follow-up plan to implement three key actions based on the skills and techniques covered in the programme by the end of Q4.

Please note that it is the individual team member’s and the line manager’s responsibility to ensure that the planned development activity is actioned throughout the year.

Sources of development

When we think of learning and development opportunities we often automatically think of going on a course. Yet, when we reflect on the times in our career when we have learnt the most or developed at the quickest rate, we are likely to find that the source of the development was often something very different.

It may have been:

* Working with a great role model whose skills and behaviors you admired
* Working on a project
* Experiencing mistakes and setbacks or successes and achievements.

Development goals should not be limited to attending training courses; there are many other sources of development that could be leveraged. Few are mentioned below:

* Increased responsibility
* Promotion
* Projests and assignemnts
* On the job training
* Community
* Being a mentor
* Having a mentor
* Seminars
* E learnings
* Conferences
* Networking
* Own studies
* Representing SecurEyes
* Professional membership
* Successes and failures
* Books
* Knowledge sharing
* Job shadowing
* Business workshops
* Reviewing and sharing experiences

# Step 4: Reward

# End of year rating of individual performance

At the end of year performance review, a line manager will be asked to determine a performance rating based on the individual’s performance throughout the year using the following principles:

* The rating should reflect performance against each goal.
* The rating should reflect performance against each behaviour.
* The final overall year end performance rating should reflect performance against all goals and behaviors.

Along with the agreed budget and market positioning for each role, the final overall year end performance rating will be used to determine the level of salary increase for the individual. Separate guidelines for the salary review will be published each year. The guidelines will be basis how we have performed as an Organization in that financial year.

The overall year end performance rating represents a fair, balanced summary of the views contained throughout the performance review and a cross-validated authorization relative to peers. The ratings for performance against goals and behaviors are detailed below.

There is no formula or mechanical means for coming to an overall assessment, although clear guidance is provided to assist managers in making informed decisions that can be supported through evidence.

The proposed overall year end performance rating will then also go through a calibration process to ensure SecurEyes standards are fairly and consistently applied across the teams (see Calibration of Ratings below).

The manager and team member will then have a year-end one on one review meeting, in which they will discuss the performance against goals and behaviors for the year and the performance ratings awarded.

If either the line manager or the team member is in any doubt about the overall rating or if it doesn’t accurately reflect the review discussion, they should discuss this together. Finally, if it is not possible to agree an assessment, an HR team member should be contacted for further assistance.

# Distribution of ratings

End of year ratings can be distributed across the whole range of the 5-point scale, ensuring that the full range of performance within SecurEyes is fully reflected and that we are truly differentiating between different levels of performance. The ratings are as follows (more detail is provided in pages 24-28):

|  |  |
| --- | --- |
| 1- Does not meet expectations | * Securian does not meet expectations. * Performance consistently fails to meet agreed goal requirements and behavioural standards in line with SecurEyes values. * No/little performance improvement demonstrated over the last 6 months. * Securian can be asked to exit on the basis of this rating. |
| 2- Partially meets expectations | * Securian meets some but not all expectations. * Performance partially meets agreed OKR requirements and behavioural standards in line with SecurEyes values. However, action is required to improve within an agreed time period(PIP). |
| 3- Meets expectations | * Securian meets role expectations and performance adds value. * Securian is recognized by others for doing a good job. * Performance consistently meets agreed OKR requirements and behavioural standards in line with SecurEyes values. |
| 4- Exceeds most expectations | * Securian consistently meets all, and exceeds most expectations. * Performance exceeds the agreed goal requirements and behavioural standards in line with SecurEyes values. |
| 1. Exceeds all expectations | * Securian’s work consistently sets high standards for others and advances the performance of the team and organisation. * Performance significantly exceeds agreed goal requirements and behavioural standards in line with SecurEyes values. Individual may be ready for broader responsibilities. |

There is an additional rating selectable by managers: “Not enough evidence to rate/No rating”, which should be used for Securian who has joined on or after :

* 1st November for annual appraisal. For quarterly appraisal, team members have to adopt the OKRs in the HRIS within 60 days of joining the organization/new team.
* For Securian who have been out of the business for the period to be appraised (e.g. long-term sickness or sabbatical).

We set ambitious goals and expect to see the majority of Securian rated at “meets expectations”, the equivalent of "fulfils responsibilities and meets target levels of performance" – ‘good job, well done’. Some Securian may need development and therefore fairly score “partially meets expectations". Likewise a proportion of stronger performers will merit a rating of "exceeds most expectations", with those rare truly outstanding contributors ranked as “exceeds all expectations” who create a benchmark.

# Calibration of ratings

Fairness and consistency are key words when it comes to applying performance ratings. It is easy for managers to interpret and apply ratings in a slightly different way and hence inconsistency creeps into the process.

Having decided on the proposed performance ratings for each team member, management team will meet to review, discuss and finalize ratings of their people to drive consistency and fairness across the team in calibration meetings.

The calibration meeting is designed to:

* Encourage fairness and consistency across all businesses and teams within the organization
* Provide managers with the opportunity to get a different perspective on their outlook
* Allow greater exposure and appropriate recognition for high performing Securian
* Ensure effective and consistent management of the reward budget

# Definition of ratings – performance against goals and values

The definitions for the overall ratings against goals (‘what’) and behaviors (‘how’) are as follows:

5 – Exceeds all expectations

What:

* Securian’s work consistently sets high standards for others and advances the performance of the team and organisation.
* Performance significantly exceeds agreed goal requirements and standards. Securian may be ready for broader responsibilities.

How:

Behaviors are consistently demonstrated at levels exceeding those expected, and significantly exceed the requirements for the Securian’s level/role, resulting in exceptional contribution and impact to the team and wider organisation.

Indicators:

* Individual's performance, overall contribution, results, and behaviors stand out significantly, surpassing expectations for his/her role
* Consistently shows customer-centric thinking
* Demonstrates a sense of ownership
* Continually drives for excellence
* Contributions are impactful and likely to affect areas outside the individual’s team, resulting in exceptional team/business unit/organization results
* Actively manages risks and opportunities
* Quality work can be used to set new standards for peers
* Sees new opportunities and takes initiative to drive for and achieve high impact breakthrough results
* Establishes and maintains strong collaborative working relationships with business partners that more effectively meets customer needs
* Builds and maintains very strong working relationships with all stakeholders
* Proactively assists others in developing their skills
* Is a role model for others and is frequently asked to work on projects and help others
* Often delivers exceptional results in spite of challenging environmental circumstances (e.g. high uncertainty and change)

4 – Exceeds most expectations

What:

* Individual consistently meets all, and exceeds most expectations
* Performance exceeds the agreed goal requirements and standards

How:

* Behaviors are consistently demonstrated at levels exceeding those expected and exceed the requirements for the Securian’s level/role

Indicators:

* Securian’s performance is recognized by others as strong and is at a high level relative to the job requirements and the performance of peers
* Contribution may result in strategic improvements beyond their work
* Actively seeks to improve the customer experience and manages risks and opportunities.
* Delivers to a high quality with excellence
* Builds excellent relationships with business partners
* Proposes/accepts stretch standards and demonstrates a willingness to take on additional assignments
* Deliverables were met on or before due date and/or under budget, resulting in considerable savings
* Actively seeks ways to improve current business processes and practices, and anticipates and manages risks and opportunities
* Often outperforms others facing similar challenges
* Somebody people go to when difficult challenges arise

3 – Meets expectations

What:

* Securian meets role expectations and performance adds value
* Securian is recognized by others for doing a good job
* Performance consistently meets agreed OKRs requirements

How:

* Behaviors are consistently demonstrated and meet the requirements expected for the Securian’s level/role

Indicators:

* Meets job requirements and expectations
* Meets quality standards
* Works independently on tasks and meets deadlines
* Accepts stretch standards
* Takes responsibility for actions and results and encourages others to do so
* Builds good relationships with business partners
* Adopts changes to business processes and practices early, and accepts risks inherent in working differently
* Proactively communicates and negotiates with manager regarding any difficulties in achieving OKRs/standards
* Individual performance is fully effective and keeps pace/up to date with changes, responsibilities or technologies
* Proactively looks for improvement opportunities
* Works well with others to achieve team goals
* Has been on maternity leave during the year to be fair to the Securian

2 – Partially meets expectations

What:

* Securian meets some but not all expectations
* Performance partially meets agreed OKR requirements and standards. However, action is required to improve within an agreed time period. This has to be monitored through PIP raised and documented in the HRIS

How:

* Behaviors are not always consistently demonstrated, and partially meet the requirements expected for the Securian’s level/role; action is required to improve behaviors within an agreed time period. This has to be monitored through BIP raised and documented in the HRIS

Indicators:

* Lack of ownership means Securian’s performance and work are at times incomplete or late; lacks the thoroughness of his/her peers
* Meets partial quality standards
* Meets some but not all deadlines
* Has some difficulty accepting changes to business processes and practices, as well as the risks inherent in working differently
* May not be keeping pace/up to date with changes, responsibilities or technologies.
* Is mostly reactive in communicating and negotiating with manager regarding any difficulties in achieving goals/standards
* More management time and effort is required to get the Securian to meet the required standards relative to their peers
* Achieves required outputs at the expense of others
* May not proactively communicate with team members or has difficulties working with others to achieve team goals
* Improvement is needed in some areas during the current review period

1 – Does not meet expectations

What:

* Securian does not meet expectations. Performance consistently fails to meet agreed OKR requirements and standards
* No/little performance improvement demonstrated over the last 6 months

How:

* Behaviors are not consistently demonstrated; Securian consistently fails to meet the behaviour requirements expected for their level/role

Indicators:

* Fails to deliver on basic job requirements
* Misses a significant number of OKRs, or meets OKRs in a way that compromises other responsibilities
* Does not meet quality standards
* Minimal contribution to the success of the team/business unit/organization
* Misses agreed deadlines
* Does not communicate difficulty in achieving OKRs early enough for modifications to be made
* Does not accept changes to business processes and practices, or manage risks inherent in working differently
* Requires significant management or supervision relative to their peers
* Places personal priorities before team priorities
* Is not customer focused
* Lack of ownership
* Does not work with others to achieve team goals

Not enough evidence to rate/No rating

What:

* Securian is too new to SecurEyes to fairly and accurately assess their performance, or has been out of the business for the relevant appraisal period (e.g. Long term sick, sabbatical for personal reason)

How N/A Indicators:

* For Securian newly recruited to SecurEyes: If Securian joins on or after 1st November, they are allocated ‘not enough evidence to rate’ during annual appraisal.

For existing team members:

* If the Securian has any service during the year, they should be rated on merit.
* If they have been absent for the whole of the first part of the quarter, the Securian should be rated ‘not enough evidence to rate’ at the quarterly review.
* If they have been absent for more than 180 days in the whole of the working year, the Securian should be allocated ‘not enough evidence to rate’ at the year-end – they will not be eligible for a bonus due to their lack of attendance, and managers will be able to decide on a salary award independently of a guiding performance rating.

The following guidelines are also provided to ensure consistency in applying rating:

|  |  |
| --- | --- |
| **Guidelines** | **Rating cap** |
| The maximum overall performance rating for an Securian is capped at 4 if his/her rating for any single value/performance OKR is 2 or 1 | 4 |
| The maximum overall performance rating for an Securian is capped at 3 if his/her rating for any two values/performance OKRs is 2 or 1 | 3 |
| The maximum overall performance rating for Securian is capped at 2 if his/her rating for more than two values/performance goals is 2 or 1 | 2 |

# 

# Appendix A: SecurEyes values framework: People Manager

| **Value** | **Mindset** | **Example behaviours** | **Why this matters** |
| --- | --- | --- | --- |
| **Commitment** **for sustainable growth & customer success**  We demonstrate leadership, always striving to be the best at whatever we do  We take ownership of our actions and our company commitments.  We deliver exceptional customer experience every time | Help people be amazing  Focus on the outcome | * We expect high standards and inspire others to be the best they can be * We help others perform to their full potential through the coaching and opportunity we provide * We give honest, respectful and timely feedback on how to improve - and ask for the same in return * We deal quickly, personally and sensitively with difficult situations affecting our people * We communicate clear accountabilities so that everyone understands the important part they play in our success * We define success in terms of outcomes and trust people with the freedom to act * We share information openly, good or bad, so colleagues can do their jobs with no surprises * We build pace through our 'can-do' attitude, energy and personal willingness to improve | * We want a business that attracts, retains and shares talent and leaders that have a track record of helping people make a difference and grow * We want a winning business where all our people can focus on outcomes rather than tasks and we trust them to achieve their goals |
| Lead change  Deliver what we promise | * We make change real for people, so it is understood, meaningful and compelling * We listen to feedback and ideas from our colleagues to continually simplify and improve our business * We plan effectively, anticipate potential problems and act to prevent them. If things break, we fix them quickly and learn for next time * We provide visible leadership, sharing progress regularly so everyone stays focused and positive * We deliver what we promise, on time, with quality, no excuses * We are relentless in creating value for our customers, our colleagues and our business * We act decisively and with consequence to tackle poor attitude and continued under-performance | * We want a business that can change and adapt effectively by putting customers and people at the heart of the change * We want a business that is high performing because great role models show us the way and deliver on their promises |
| Begin and end with the customer | * We know and understand our customers, keep in regular contact and constantly look to help their business thrive * We build teams who deliver an exceptional customer success time after time * We create a powerful focus on what matters most to our customers through what we measure and the decisions we make | * We want a business where customers can feel and experience how important and central they are to our business with every interaction |
| Grow with our customers | * We develop an intimate understanding of our industry, market and competitors to create the opportunities to profitably grow our business * We look to the future, working with customers and partners to secure our future together while we deliver today * We show the courage to challenge the norm and explore new ideas that will benefit our customers and business | * We want a business where we are at the forefront of the marketplace and customers rely on us more and more |
| **Passion for teamwork**  We put teamwork at the heart of our business, working with others to achieve success | Create brilliant teams | * We bring together winning teams who strive to deliver excellent performance, every time * We hire the right people, train them well and use their talents to the fullest * We embrace and encourage diverse ideas and perspectives to improve our decision-making * We create a sense of fun, celebrate success and recognize the people who take the business forward | * We want high performing teams - these don’t just happen - you need all the right ingredients, the right ways to work with them, and commitment to achieve our goals |
| Succeed together | * We drive for a common goal and success is defined in terms of what we achieve together * We build effective working relationships across SecurEyes to make it easy for our colleagues to deliver a seamless experience to our customers * We provide the insight and challenge to improve the quality of our decision making and then actively support what we collectively agreed upon * We lead by example, live our values and encourage others to do the same | * We want a business in which we can rely on each other to get things done for our customer, and for SecurEyes, no matter what part of the business we are involved and working in |
| **Excellence in everything we do**  We believe in delivering our products, process and services to our clients as one team with excellence in every aspect.  Excellence drives innovation at SecurEyes. | We innovate  Entrepreneurial commitment | * We believe in excellence in delivering everything which brings great value to all stakeholders * We believe that excellence drives innovation * We create a powerful focus on excellence so that we take pride in everything we do * We work with an entrepreneurial mindset which drives excellence | * We want a business which derives consistent pride from excellence in everything we do * We want a business where we stay ahead of the competition, through our products by constantly striving for excellence, and subsequently innovating. |
|

# Appendix A: SecurEyes values framework: Individual Contributor

| **Value** | **Mindset** | **Example behaviours** | **Why this matters** |
| --- | --- | --- | --- |
| **Commitment for sustainable growth & customer success**  We demonstrate leadership, always striving to be the best at whatever we do  We take ownership of our actions and our company commitments  We deliver exceptional customer experience every time | Help people be amazing  Focus on the outcome | * We take ownership for our personal development to be the best we can be * We help and support others to perform to their full potential * We are open to and seek feedback in order to continuously improve ourselves and the business * We ensure we have clear OKRs so that we can use personal initiative to deliver our success * We define success in terms of outcomes and trust people with the freedom to act * We share information openly, good or bad, so colleagues can do their jobs with no surprises * We build pace through our 'can-do' attitude, energy and personal willingness to improve | * We want a business that attracts, retains and shares talent and leaders that have a track record of helping people make a difference and grow * We want a winning business where all our people can focus on outcomes rather than tasks and we trust them to achieve their goals |
| Lead change  Deliver what we promise | * We seek to fully understand changes and how we can support it * We listen to feedback and ideas from our colleagues to continually simplify and improve our business * We plan effectively, anticipate potential problems and act to prevent them. If things break, we fix them quickly and learn for next time * We deliver what we promise, on time, with quality, no excuses * We are relentless in creating value for our customers, our colleagues and our business * We take ownership for the resolution of issues | * We want a business that can change and adapt effectively by putting customers and people at the heart of the change * We want a business that is high performing because great role models show us the way and deliver on their promises |
| Begin and end with the customer | * We know and understand our customers, keep in regular contact and constantly look to help their business thrive * We prioritize our work and collaborate to deliver an exceptional customer experience time after time * We create a powerful focus on what matters most to our customers through what we measure and the decisions we make | * We want a business where customers can feel and experience how important and central they are to our business with every interaction |
| Grow with our customers | * We understand our industry, market and competitors to create the opportunities to improve * We look to the future, working with customers and partners to secure our future together while we deliver today * We show the courage to challenge the norm and explore new ideas that will benefit our customers and business | * We want a business where we are at the forefront of the marketplace and customers rely on us more and more |
| **Passion for teamwork**  We put teamwork at the heart of our business, working with others to achieve success | Create brilliant teams | * We strive to deliver excellent performance, every time and work with colleagues so they can do the same * We embrace and encourage diverse ideas and perspectives from our colleagues * We create a sense of fun, celebrate success and recognize the people who take the business forward | * We want high performing teams - these don’t just happen - you need all the right ingredients, the right ways to work with them, and commitment to achieve our goals |
| Succeed together | * We drive for a common goal and success is defined in terms of what we achieve together * We build effective working relationships across SecurEyes to make it easy for our colleagues to deliver a seamless service to our customers * We work to be role models, live our values and encourage others to do the same | * We want a business in which we can rely on each other to get things done for our customer, and for SecurEyes, no matter what part of the business we are involved and working in |
| **Excellence in everything we do**  We believe in delivering our products, process and services to our clients as one team with excellence in every aspect  Excellence drives innovation at SecurEyes | We keep excelling in and our products and offerings, and work to stay surprised at ourselves and our capabilities  Entrepreneurial commitment | * We believe in excellence in delivering everything which brings great value to all stakeholders * We believe that excellence drives innovation * We create a powerful focus on excellence so that we take pride in everything we do * We work with an entrepreneurial mindset which drives excellence | * We want a business which derives consistent pride from excellence in everything we do * We want a business where we stay ahead of the competition, through our products by constantly striving for excellence, and subsequently innovating. |