

Document 8: Performance Reviews and Career Development

We want every employee to grow and succeed in their role. This document explains our **performance review process** and the resources available for your professional development. Understanding how and when your performance is evaluated, and how you can advance your career here, is key for a fulfilling work experience. We'll cover the performance review schedule, evaluation criteria, feedback and coaching, and opportunities for training and advancement.

Performance Review Cycle: We conduct formal **performance reviews annually**, typically at the end of the calendar year (with a mid-year check-in as well). Each year, you and your manager will set goals and objectives. The annual review is a time to assess your progress on those goals, discuss accomplishments and challenges, and plan for the future. Our reviews usually involve:

- **Self-Assessment:** You will be asked to complete a self-review, reflecting on your achievements, areas for improvement, and goals. This is your chance to highlight what you're proud of and where you want to grow.
- **Manager Evaluation:** Your manager will evaluate your performance against your role expectations and goals. We consider factors like quality of work, productivity, collaboration, communication, and living our company values.
- **360-Degree Feedback (if applicable):** In some cases, we gather feedback from peers or other colleagues you work closely with. This provides a more well-rounded view of your performance.
- **Review Meeting:** You'll have a one-on-one meeting with your manager to discuss the review. This is a two-way conversation – you'll get feedback, recognition for your contributions, and you should also share your own thoughts and career aspirations.
- **Rating and Outcome:** Many teams use a rating scale (for example, Outstanding, Exceeds Expectations, Meets Expectations, etc.). The review outcome can influence merit pay increases or bonuses (see Document 5 on Compensation). However, the primary goal is development – identifying how you can keep growing.

Goal Setting and Ongoing Feedback: Performance management isn't just a once-a-year event. At the start of each year (or review cycle), you'll set **SMART goals** (Specific, Measurable, Achievable, Relevant, Time-bound) with your manager. Throughout the year, we encourage regular check-ins. Many managers do a **mid-year review** or quarterly one-on-ones focused on development. This ensures there are **no surprises** at the annual review. You should receive continuous feedback – both praise for good work and constructive guidance on improvement –

as part of our culture. Don't hesitate to ask your manager, "How am I doing?" at any time. We also encourage you to give feedback to your manager and peers to promote open communication.

Evaluation Criteria: What do we look at during performance evaluations? While specifics vary by role, common criteria include:

- Achievement of agreed-upon **goals and OKRs** (Objectives and Key Results) for your role.
- **Job knowledge and skills** – how effectively you use your expertise and whether you've expanded your skillset.
- **Quality and accuracy** of your work output.
- **Productivity and initiative** – meeting deadlines, managing your workload, and proactively solving problems or improving processes.
- **Teamwork and communication** – how well you collaborate with others, share information, and contribute to a positive team environment.
- **Adherence to company values and policies** – demonstrating integrity, good customer service, compliance with our code of conduct, etc.
- **Growth** – whether you've shown improvement over time or taken on new challenges. We aim to make evaluations fair and objective. Managers are trained to support their assessments with examples and data where possible.

Career Development Planning: We want to help you achieve your career goals. As part of the review, or even separately, you can discuss your **career development plan** with your manager. This might involve identifying new responsibilities you could take on, skills to build, or roles you aspire to. We encourage internal promotions and transfers – if there's an open position that fits your career path, we often prefer to fill it with a talented internal candidate. Let your manager or HR know about your interests so we can guide you.

Training and Learning Opportunities: To support your development, we offer various **training programs**. This includes:

- Access to an **online learning platform** (with courses on technology, business, leadership, etc.).
- Workshops and seminars on-site (or virtual webinars) periodically. For example, we might host a Project Management training or a session on advanced Excel, etc.

- A **mentorship program** that can pair you with a more experienced colleague in a field you want to grow in.
- Lunch & Learn sessions where teams share knowledge on their projects or expertise.
- As mentioned in Benefits (Document 6), we have a tuition reimbursement program for external courses or certifications relevant to your job.
Employees who continually develop their skills tend to perform better and advance faster, so we highly encourage taking advantage of these resources.

Promotions and Transfers: When there are higher-level positions open or new roles created, we first look at our internal talent pool. If you're interested in a promotion, the best strategy is to consistently perform well in your current role and communicate your career goals with your manager. Promotions are typically considered during the annual review cycle or when a business need arises. They are based on **merit** – meaning you've demonstrated the capability to take on greater responsibility – and also on the availability of a role. Even if a promotion isn't immediately available, strong performance will be rewarded (through raises, prime project assignments, etc.) and you'll be first in line when opportunities do come. For transfers (moving to a different team or department at the same level), we allow this as well after you've spent at least one year in your current role (in general). You would apply and interview internally for the open position, with the advantage that you know the company and we know you.

Performance Improvement: If an employee is not meeting expectations, managers will usually create a **Performance Improvement Plan (PIP)** outlining the areas that need improvement, the expectations, and a timeline for improvement. Our aim is to help employees succeed, so if you ever find yourself on a PIP, know that it's a structured way to support you in getting back on track. We provide additional coaching or training as needed. However, if performance issues persist, it could eventually lead to reassignment or termination (as a last resort).

Feedback Culture: We encourage a culture of feedback not just top-down, but also bottom-up and peer-to-peer. You might be asked to give feedback on your manager via surveys, or to recognize a colleague's good work on our recognition platform. Positive feedback and constructive criticism alike should be given in a respectful, helpful manner. The goal is continuous improvement for everyone.

In summary, our performance review and development process is about **clear expectations, regular feedback, and mutual growth**. We want you to know how you're doing and how you can progress in your career with us. Your success is our success. If you have any questions about how you will be evaluated or want advice on career growth, feel free to talk to your manager or the HR development team at any time.