

Performance rating appeal

Talk to your manager to understand why they gave you this rating. Then work through the boxes below and fill in as much detail as you can.

Step 1

Your rating looks at your whole performance – that means what you've achieved, your goals and how you've gone about it and your behaviours.

Read through the description of the rating you've been given. Detail the reasons and give some examples of why you think this doesn't reflect your overall performance for the year.

[You can find descriptions of performance ratings on the last page of this form.](#)



Performance rating appeal

Step 2

Now, read through the description of the rating you think does reflect your performance - detail the reasons and provide examples of why you think this does represent your overall performance for the year.



You can find descriptions of performance ratings on the last page of this form.

Performance rating appeal

Step 3

Reflect on the information you've put above and decide what steps you now want to take.

This could be:

- a) Share the information you've put on this form and your thoughts about it with your line manager and discuss how you can build this into your goals and development plan for next year. If you want to aim for a specific rating then talk to them about this too.
- b) Share this form with your line manager and set up some time to talk to them about the reasons you want to appeal the rating you've been given this year.

Putting together the information above and talking to your manager will hopefully resolve any concerns you've got about your performance rating or the performance process.

But if not, and you want to progress with an appeal, then you can ask for another independent manager to look at the information. To submit an appeal you'll need to have fully completed the form.

The independent manager will invite you to a meeting to discuss your concerns and give you an outcome. Their decision will then be final.

Performance ratings

Outstanding – consistently exceptional performance

- Colleague is an exceptional role model and champion of our Co-op Behaviours and Ways of Being, both inside and outside of their team, and demonstrates an ability to inspire and influence others through their behaviour.
- Colleague significantly surpassed the requirements of their role, making a significant positive impact and adding lasting value to the Co-op through their role.
- Colleague shows very high levels of effort by proactively taking on higher levels of responsibility and is seen as an excellent resource for providing guidance and support to others.
- Creates and role-models a culture of adaptability and resilience and leads by example.

Exceeding – consistently great performance

- Colleague is a role model for our Co-op Behaviours and Ways of Being, both inside and outside of their team.
- Colleague has made a positive impact and added value to the Co-op by consistently going above and beyond the requirements of their role.
- Colleague shows high levels of effort by taking on higher levels of responsibility with very limited or no supervision.

Achieving – consistently solid performance

- Colleague consistently demonstrates our Co-op Behaviours and Ways of Being in everything they do.
- Colleague has fully and consistently met the expectations of the role with little guidance and support and has made a valuable and effective contribution to our Co-op through their role.

‘Achieving’ performance should be viewed as good and solid performance.

Partially achieving – varied performance / building performance

- Colleague mostly but not consistently demonstrates our Co-op Behaviours and Ways of Being.
- Colleague has met some, but not all, of the expectations of their role and made mostly good contribution to our Co-op through their role.
- Colleague may be developing in their role and need additional support, coaching or feedback.

Not achieving – not meeting performance expectations

- Colleague has not demonstrated our Co-op Behaviours and Ways of Being and/or has not achieved the expectations of their role, resulting in poor contribution to our Co-op.
- Colleague has required significant additional management support and direction to improve.