

# 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.

# Exceptions / Nil ratings

## Nil Rating (A) - New to Coop

Should only be applied to colleagues who started after 1st October. Anyone who started before 1st October should get one of the main ratings.

## Nil Rating (B1) - Career Break

Should only be applied if a colleague was out of the business due to a career break for more than 9 months in the performance year. Colleagues that have been working for 3 months or more in the performance year should get one of the main ratings.

## Nil Rating (B2) - Maternity/Adoption/Extended Paternity Leave

Should only be applied if a colleague was out of the business due to a parental leave for more than 9 months in the performance year. Colleagues that have been working for 3 months or more in the performance year should get one of the main ratings.

## Nil Rating (C) - Long Term Sickness

Should only be applied if a colleague was out of the business due to long term sickness for more than 9 months in the performance year. Colleagues that have been working for 3 months or more in the performance year should get one of the main ratings.

## Nil Rating (D1) - Leaver

Should be applied to all colleague who have already left at the point of the review.

**For almost all of colleagues you will be able to give one of the 5 main ratings.** Nil ratings are only given in exceptional circumstances where there is not enough evidence to make a fair assessment.

### Remember:

**If you award a Nil rating, it may impact a colleague's eligibility for an Annual Salary Review and eligibility to participate in the Bonus Plan where applicable.**



## Improving performance

We all need to take ownership for achieving and maintaining great standards of performance. There may be times when this drops below what is expected for a variety of reasons. It is recommended that if a colleague has received 2 consecutive ratings below achieving, then the manager should contact ER services to discuss ways to support the colleague going forward.

The Improving Performance procedure is a framework to help support colleagues to achieve the right level of performance and make it stick going forward. More information is available in our People Policies pages on the Intranet.