



Annex B – Validation Panel guidance on staff assessment

Performance expectations will have been outlined by directors/senior managers and communicated to managers in their business area. Of particular importance are:

- The business priorities for the directorate/unit
- What Top, Mid and Lower look like

Below is general guidance on standards. Directorates and business units may wish to produce further guidance that is more specific to their area

Top, Mid and Lower

Top

To receive a **'top' performance rating** jobholders will need to have demonstrated all of the above, have exceeded a challenging set of objectives and be the top 20% of performers relative to their peer group

What

- Consistently exceeded outcome/outputs for the role
- Regularly sought to make improvements or changes
- Have taken on objectives beyond their role which have had a positive impact, if possible

How

- Demonstrated 'role model' behaviours, going above and beyond what is expected
- Demonstrated pride in the aims and achievements of the department, their team and themselves
- Continuously sought to improve their own performance and that of their teams, to deliver for the public

Mid

To receive a 'mid' performance rating jobholders will need to have demonstrated that they:

What

- Met all their objectives (both the how and the what) and have been flexible to changing work priorities
- Met the expected level of outcomes/outputs for the role
- Produced work of the expected quality
- Sought and taken on feedback, striving to improve

How

- Uphold the [Civil Service Values](#) in all areas of their work

- Demonstrate behaviours which support the business vision to be a highly competent, continuously improving organisation
- Treat all colleagues and customers fairly, with respect, valuing diversity and promoting equality, tackling inappropriate behaviour if necessary.

Lower

- Jobholders on formal poor performance management measures and who's performance is considered to be 'unsatisfactory'.
- Jobholders who, relative to their peers, have been assessed as having more areas for development and improvement.
- Jobholders in the 10% (+/-5%) of the peer group assessed to be less effective relative to peers.

1. The performance grid, wave and relative assessment

The performance grid and wave are tools that can be used in performance management discussions with the jobholder, aiding discussion of the jobholder's performance against 'What' and 'How' objectives. They can also be useful in assessing relative positions in guided distribution when considering a jobholders performance and awarding a rating. The line manager should consider where, taking into account the descriptors of the ratings, a jobholder's performance would be plotted on the grid or wave.

Performance Grid

WHAT Objectives stating required outcomes / deliverables	Exceeding ↑	C 2. Exceed outcomes, behaviour just achieved. Exceeded a challenging set of objectives; needs further development as has only just met the full range of competencies, behaviours and values expected.	B 2. Exceed outcomes, behaviour of satisfactory standard Exceeded a challenging set of objectives; demonstrated the standard of competencies, behaviours and values required with no significant weaknesses.	A 1. Exceed outcomes, exceed behaviour standards Exceeded a challenging set of objectives; strongly demonstrated and role modelled the competencies, behaviours and values expected from someone in own and higher pay band.	
		F 3. Satisfactory outcomes, behaviour must improve. Met objectives; must improve as has not yet demonstrated the full range of competencies, behaviours and values expected.	E 2. Satisfactory outcomes, behaviour of a satisfactory standard Met objectives; and demonstrated the standard of competencies, behaviours and values required with no significant weaknesses.	D 2. Satisfactory outcomes, exceeded behaviour standards Met objectives; strongly demonstrated and role modelled the competencies, behaviours and values expected from someone in own and higher pay band.	
		I 3. Poor Performance – below required standard outcomes and behaviours Employees who are being managed under formal unsatisfactory performance procedures.	H 3. Outcomes must improve, behaviour of satisfactory standard. May not have met one or more objectives or needed a lot of support to deliver their objectives – must improve in this area. Demonstrated the standard of competencies, behaviours and values required with no significant weaknesses.	G 2. Outcome just achieved, exceed behaviour May not have met one or more objectives or needed a lot of support to deliver their objectives – requires further development in this area. Has strongly demonstrated and role modelled the competencies, behaviours and values expected from someone in own and higher pay band.	
	Less than effective ←	HOW The skills, knowledge, behaviours and values described in the core competency framework and professional frameworks			Exceeding →