

Review for George Godwin
Status: draft



[Key Responsibilities](#)
[Objectives](#)
[Competencies](#)
[Personal Development Plan](#)
[Other Discussions](#)
[Overall Assessment](#)
[Sign-off and comments](#)

Line manager: Christopher Cameron

Manager's manager: Neil Nobody

Others with read access:

Next action: to be signed by line manager

Appraisal type: TPMG Demonstration

[View 360° feedback results for George Godwin](#)

Appraisal period: 2007

Scheduled appraisal period start date: 3rd September 2007

Appraisal review meeting date: 8th October 2007

Scheduled appraisal review date: 30th July 2007

Appraisal review meeting date: 14th August 2007

Next appraisal due date: 8th October 2008







Key Responsibilities

[return to top of page](#)












Describe here the **key responsibilities** for this person, taken from the appropriate **role profile** in the **handbook**. These responsibilities determine the grade and pay range for the role.

Key responsibility	Expected time spent %
Lead HR strategy : lead the development and implementation of HR strategies to meet current and future business needs.	30
Develop and deliver HR policies : ensure the development and the delivery of HR policies and practices to enable maximum associate contribution and to achieve preferred employer status and to develop and introduce organizational initiatives to build organizational capability and encourage and enable organizational and cultural change.	30
Training: ensure the provision of effective Training and Development opportunities which fulfil the needs of the business and its employees, recognising the importance of building and retaining the best.	20
Talent and Succession: Advise Board on Talent and Succession Planning strategies. Design appropriate Talent Review and Leadership Development Programmes.	20




Describe the key business **objectives** agreed with the individual for the coming period. It is usually helpful to describe objectives in SMART terms: specific, measurable, achievable, realistic and time related.

Objective	Action	Part of plan	Measure	Progress	Achievement
Develop revised HR strategy. Implement HR strategies to meet current and future business needs in 2007	Consult with business teams on HR requirements and report.	HR Business Plan 2007 	Publish new HR strategy	Presented to Board in October - final revisions in progress.	Mainly
Deliver HR policies and practices to enable maximum associate contribution and to achieve preferred employer status and to develop and introduce organizational initiatives to build organizational capability and encourage and enable organizational and cultural change.	Develop and expand HR policy team, acquiring expertise to complete team.	HR Business Plan 2007 	Team complete and fully functioning.	Complete by September	Achieved
Training: execute the provision of effective Training and Development opportunities which fulfil the needs of the business and its employees, recognising the importance of building and retaining the best.	Publish Organization Training Plan.	HR Business Plan 2007 		Plan largely completed on budget	Mainly
Career Planning: develop career planning and succession planning processes to build leadership potential, maximise talent pool and deliver practical and credible organization succession plans.	Appoint advisers and develop tools to support process.	HR Business Plan 2007 	Tools in place; briefings complete	Completed OTR on time - great feedback from business units.	Achieved
Facilitate the career review process to a conclusion by June 30.	As above	HR Business Plan 2007 		Career Review discussions complete for 90% of all who requested them. Following up with 10% and their LMs.	Achieved
Increase understanding of different team role styles and how our business managers behave in team settings, in order that we can improve their team effectiveness, incl. holding each other to account without trouble and strife!		HR Business Plan 2007 			Partly

Assess here the individual's demonstration of **core competencies**. (TPMG's management model).

Competency	Comments	Rating
Achieving Results through People 	Regularly provides the opportunity for staff to contribute ideas on improving processes and services.	Mainly meets expectations
Analytical and Critical Thinking - Analysing Information 	Thorough in finding all potentially relevant and valuable information. Spots when problems may require more work or more wide-ranging solutions. Offers original insights into complex issues and logical solutions that address all aspects.	Mainly meets expectations
Communicating and Influencing 	Structures discussions and processes to ensure key issues are drawn out and that all relevant parties have contributed as required. Is an excellent coaches in writing clear and effective reports.	Meets expectations
Developing Self and Others 	He takes conscious steps to stretch his own knowledge and skills through e.g. membership of project teams or acceptance of different roles. He carves out time to discuss others' development and sharing ideas and best practice.	Meets expectations
Drive - Perseverance - Results Orientation 	He anticipates emerging development needs for the team and plans accordingly.	Meets expectations
Focus on Customers 	Champions customer service and takes the opportunities presented by service failure as opportunities to improve the team's processes, products and capabilities.	Meets expectations
Ideas and Flair - Creativity 	He always ensures that new ideas and methods are shared across the organization for mutual gain.	Mainly meets expectations
Leadership 	Captures enthusiasm of others through own passion and commitment. He understands when and how senior colleagues need to demonstrate their commitment visibly/publicly to projects/initiative.	Mainly meets expectations
Team Working 	He senses when others are under stress and takes action to deal with causes (discuss, identify solutions, change arrangements etc.).	Meets expectations
Understanding and Networking with People 	He actively promotes working with different types of personality and from different backgrounds and helps people feel valued and part of the team.	Exceeds expectations
Working With Change 	He stretches others from their comfort zone and encourages them to take on new challenges and calculated risks. George is always approachable when colleagues are anxious or concerned about change.	Mainly meets expectations
Average score of 2.6		

Discuss here the individual's **personal development** needs and plans, including links to core competencies.

Development need	Development action	Progress	Link to competency
Build confidence in presenting significant changes to sceptical & senior audiences e.g. for changes to bonus schemes.	Shadow PT in presentations in next qtr and write brief summary of findings and how you can apply & adapt to your own style.	Improved feedback from last Board presentation.	Communicating and Influencing 
Increase understanding of different team role styles and how our business managers behave in team settings, in order that we can improve their team effectiveness, incl. holding each other to account without trouble and strife!	Find an action learning set somewhere that will help you build this knowledge + read Belbin and run a Belbin profile in HR.	Action sets working well - learning a lot from Call Centre businesses in terms of engagement policies.	Team Working 
Learn Spanish - Sign up to internal language course.	Up to basic tourist by Q3 2006	More comfortable with meeting and Spanish clients.	Understanding and Networking with People 

Other Discussions

[return to top of page](#)

Report here the main points of the **review** discussion.

Individual's Comments on the Review

Generally a more productive exercise this year - more organized and more open conversation.

Upward Feedback

Would help me if I knew more about your priorities on an ongoing basis, to ensure I can dovetail with those, rather than distract. Many thanks for being a good listener and following up on the development work.

Line Manager's Comments on the Review

Took more time in prep. this year - and well worth it. I also found the quick 180 feedback really useful.

Overall Assessment

[return to top of page](#)

Report here the individual's overall performance assessment.

Overall assessment of performance:

Not yet assessed Significant improvement required Mainly meets expectations Meets expectations
 Exceeds expectations

Overall assessment of capability:

Not yet assessed Significant improvement required Mainly meets expectations Meets expectations
 Exceeds expectations

Key aspects of the assessment

Focus on improvement of influencing at top level and delivering business gains that they can see and value.

Recommended bonus

15%

Supporting reasons for bonus

Mostly met all objectives but the ones that were achieved were particularly valuable, especially career review.

Sign-off and comments

[return to top of page](#)

Individual's comments

Individual's signature

date:

Line manager's comments

Line manager's signature

date:

Manager's manager comments

Manager's manager signature

date:

History

[return to top of page](#)

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