

YEAR-END PERFORMANCE RATING

MINI-CASE SERIES

CASE

How to rate employee performance when **exceptional circumstances** may have impeded them from achieving goal outcomes

NAME | Veronica Spears

OCCUPATION | Store Manager

DEPARTMENT | Operations

Context

- Works exceptionally hard, does everything she can to increase year over year sales.
- Her team is extremely engaged, motivated, and focused on customer service (i.e., many customers know employees by name).
- This year there was significant construction which limited nearby parking and store access.
- Her goals were not achieved due to these circumstances, which were completely beyond her control.

Additional Details

- Overall performance is consistent with expected level.
- All goals have equal priority.
- Has exceptional people management skills.
- During construction she offered innovative ideas to retain customers including working with category management to get store specific deals and marketing to organize customer appreciation days.

	GOAL	GOAL DESCRIPTION/KEY MILESTONES	EXPECTED OUTCOMES	GOAL RATING
1	Sales Budget Achieved	<ul style="list-style-type: none">• Store Standards in Place• Accurate Forecasting and planning• Tools (FIM/CAO/WFM) 100% utilized• Category Resets – execute	Achieve Annual Sales Budget	PARTIALLY ACHIEVES
2	Managers Contribution Budget achieved through the support and effective execution of Store Level Business plans	<ul style="list-style-type: none">• Effective business plan built and executed in your store/dept using results driven innovation (Including all Tier 1 Projects)• Store/Dept Labor efficiencies achieved between 100% to 101%• Budgeted shrink target achieved and or improved vs LY• Utilizing weekly purchases to sales reporting in all stores	Mgr.'s Contribution 102% of Budget achieved	PARTIALLY ACHIEVES
3	Development and sustainability of an effective retail team, as measured by the support and effective execution of Store people plans, processes and routines.	<ul style="list-style-type: none">• Effective Store People plan built, executed and reviewed monthly as a store/dept team.(Including Nourish U & D&I initiatives)• Succession Grids completed, no voids in DM's or DM 2nd's successorship roles.• IDP's effectively established for SM and Dept Mgr.• All training program requirements successfully achieved.	An effective and self-sustained Store/Dept. People Plan	ACHIEVES

CONSIDERATIONS - What should Veronica's overall performance rating be?

1. Goals:

Veronica has two goals rated as *Partially Achieves*, and one *Achieves*



2. The 'How':

She has strong demonstration of the **Values and Leadership Behaviours**, according to the details provided.



Based on just this data, she would likely be rated as:

PARTIALLY ACHIEVES

3. Additional Assessment:

However, the Ratings guidelines say the following:

Use your judgement to consider the impact of exceptional circumstances that may have prevented the employee from achieving their goal(s).

- Exceptional circumstances are defined as presenting an unexpected and significant barrier to achieving goals outside of the control of the employee.

To consider: Is the construction/ parking situation:

- Unexpected?
- A significant barrier?
- Outcomes of the control of the employee?

YES

These circumstances need to be considered and applied to the goal ratings.

CONCLUSION

OVERALL RATING

ACHIEVES

Why?

- ✓ Veronica met all goals within her control (but did not exceed any targets)
- ✓ The goals she Partially Achieved fit the definition of Exceptional Circumstances..
- ✓ She also strongly demonstrates the Values and Leadership Behaviours.

The key to adjusting a rating due to an **Exceptional Circumstance** that prevented goal achievement is to assess if it truly meets the criteria - unexpected, causing a significant barrier, and outside of the employees control. (When possible, these goals should be adjusted at Mid-Year.)

See the Appendix for more details on ratings and guidance on applying on them.