

A man with a shaved head, wearing a white short-sleeved polo shirt and dark trousers, stands in the foreground. He is looking towards the camera with a slight smile and his right hand is extended forward, palm up. The background is a scenic view of a Spanish town, likely San Juan de los Rios, with a large, light-colored stone building (the Monastery of San Juan de los Rios) situated on a hillside. Behind the town is a massive, craggy mountain with a castle perched on top. The sky is blue with some clouds. The image has a watermark 'iStock by Getty Images' repeated across it.

Spain welcomes you to your  
final challenge!



Challenge you to a rock  
climbing adventure

Learn about the  
appraisal process

## Rock Climbing Gear



**Select your rock climbing gear to begin.**

# The Appraisal Process

Just as you are answering challenge questions in this quest to appraise your understanding of the quest's information, there is also an appraisal process that is part of performance management to determine your performance for the semester.

Every employee must have a performance appraisal and rating each semester. Note that while the IDP is reviewed and updated during the appraisal process, it is not considered in the appraisal rating.

100% of employees should receive a performance rating.



**Select your rock climbing gear to continue.**





# Improvement Measures Taken



Prompted by employee and manager feedback requesting greater differentiation in the rating scale and more detailed individual feedback discussions, moved from a 5- to a 6-point rating scale\* in the performance management cycle, effective in the H1 2018 campaign.

\*Subject to Work Councils' discussion in countries where this is applicable.

**Select each image to learn more about the improvement measures taken.**



# Improvement Measures Taken



Below is the former 5-point rating scale. The 3-rating was in the middle. Although this was a good and valued rating, employees perceived 3 as an average rating.

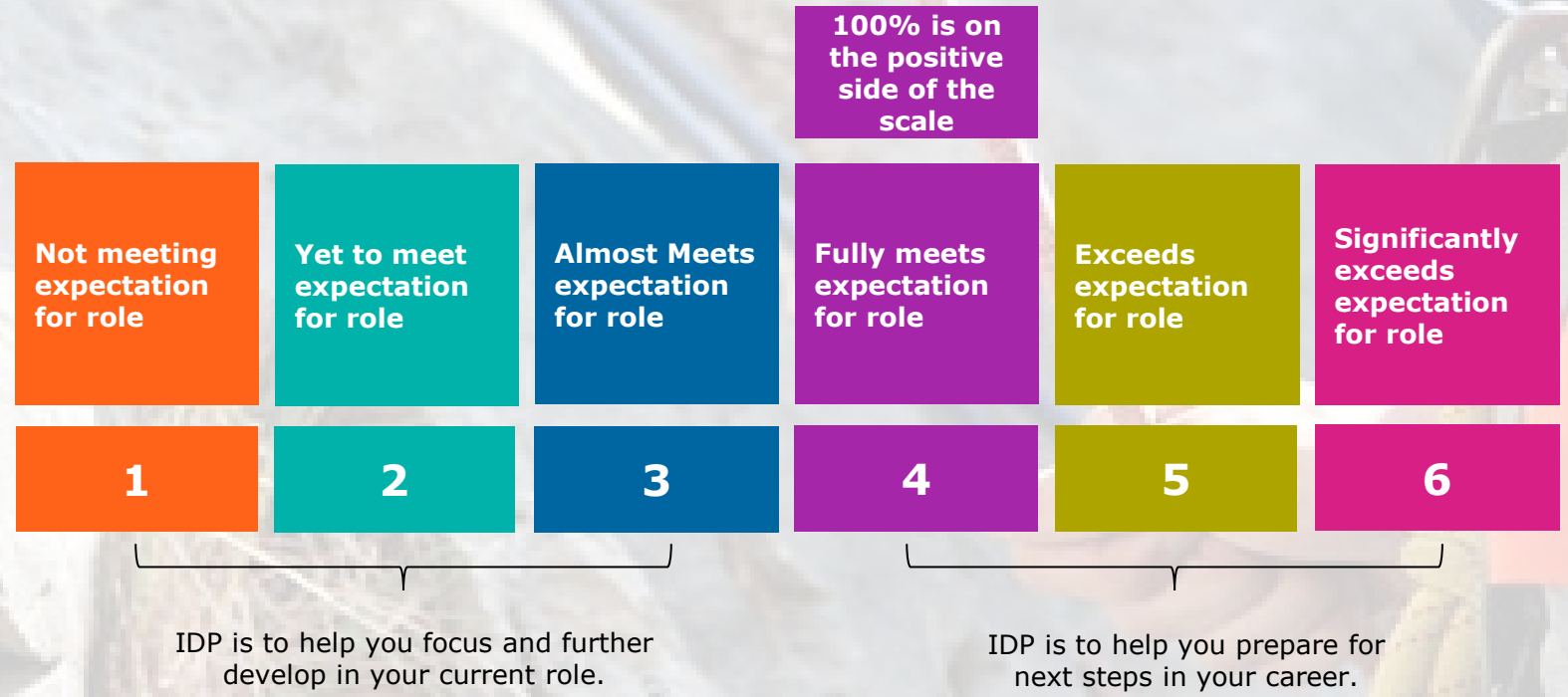
100% was in the middle				
Not meeting expectation for role	Yet to meet expectation for role	Meets expectation for role	Exceeds expectation for role	Significantly exceeds expectation for role
1	2	3	4	5



# Improvement Measures Taken



Below is the new 6-point rating scale. The major change here is that 100% achievement is correlated with the 4 rating and is on the positive side of the scale. The new scale also allows for the Individual Development Plan to be more focused and valuable for the individual.



# Benefits of the 6-Point Rating Scale

The new 6-point rating scale results in:

**Greater  
differentiation**

**More detailed  
feedback**

**Better development  
opportunities**



**Select the image to learn more.**



# Benefits of the 6-Point Rating Scale

The new 6-point rating scale results in:

Greater differentiation in the scale should lead to more detailed feedback discussions between managers and employees, which should lead to better development opportunities.

**Greater differentiation**

**More detailed feedback**

**Better development opportunities**



Select your rock climbing gear to continue.

# The Overall Performance Rating

You and your manager will meet to discuss and review your perspective regarding your performance for the semester. Following the meeting, your manager will determine the ratings and capture them in the MyCareer system.

Your Overall Performance Rating is based on the individual objective achievements and finally decided by your respective line or appraising manager. The number of individual objectives may vary by person. Every employee should have a minimum of **three** individual objectives. Only the individual objectives ratings have a hard-coded link to the Overall Performance Rating.



Individual Objectives Ratings



Overall Performance Rating

Select your rock climbing gear to continue.





## GCM Characteristics and Competencies

The GCM Characteristics and Competencies section is used to assess employees' soft skills and to provide a structure for feedback. GCM Characteristics and Competencies may be considered during the process but do not have a hard-coded link to the Overall Performance Rating.

The GCM Characteristics and Competencies are assessed using the following guidance.

1 Aware	2 Developing	3 Capable	4 Proficient	5 Expert
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**Select your rock climbing gear to continue.**



# The Overall Appraisal Rating

Next, your manager determines your Overall Appraisal Rating.

Managers are expected to differentiate between strong performers and those who exceed and significantly exceed expectations.

A 4 rating is a good and valued rating, appropriate for a strong performer who consistently delivers good performance and meets performance expectations in the achievement of goals.

**Select each tab to learn more.**



## Individual Objectives

1  
Not meeting objectives

2  
Yet to meet objectives

3  
Almost meets objectives

4  
Fully meets objectives

5  
Exceeds objectives

6  
Significantly exceeds objectives



## Overall Appraisal Rating

1  
Not meeting expectation for role

2  
Yet to meet expectation for role

3  
Almost meets expectation for role

4  
Fully meets expectation for role

5  
Exceeds expectation for role

6  
Significantly exceeds expectation for role



# The Overall Appraisal Rating



**Select your rock climbing gear to continue.**



## Individual Objectives

1  
Not meeting objectives

2  
Yet to meet objectives

3  
Almost meets objectives

4  
Fully meets objectives

5  
Exceeds objectives

6  
Significantly exceeds objectives



## Overall Appraisal Rating

1  
Not meeting expectation for role

2  
Yet to meet expectation for role

3  
Almost meets expectation for role

4  
Fully meets expectation for role

5  
Exceeds expectation for role

6  
Significantly exceeds expectation for role

# Overall Appraisal Rating Definitions

**1**  
**Not meeting expectation  
for role**

You learned the ratings for the overall appraisal on the previous screen.

Please note that the 6-point rating scale is subject to Work Councils' consultations in countries where this procedure is applicable.

**Select each rating for its definition.**

**2**  
**Yet to meet expectation  
for role**

**3**  
**Almost meets expectation  
for role**

**4**  
**Fully meets expectation  
for role**

**5**  
**Exceeds expectation for  
role**

**6**  
**Significantly exceeds  
expectation for role**

# Overall Appraisal Rating Definitions

**1**  
**Not meeting expectation for role**

## **1 - Not meeting expectation for role**

- Improvement plan to be activated.
- Overall performance looks at what you have achieved and how you have achieved it.

**2**  
**Yet to meet expectation for role**

**3**  
**Almost meets expectation for role**

**4**  
**Fully meets expectation for role**

**5**  
**Exceeds expectation for role**

**6**  
**Significantly exceeds expectation for role**



# Overall Appraisal Rating Definitions

**1**  
**Not meeting expectation for role**

**2**  
**Yet to meet expectation for role**

**3**  
**Almost meets expectation for role**

**4**  
**Fully meets expectation for role**

**5**  
**Exceeds expectation for role**

**6**  
**Significantly exceeds expectation for role**

## 2 – Yet to meet expectation for role

- Meets performance levels set out in agreed role and overall goals setting, but only in a number of instances.
- Improvement plan to be activated.
- Performance has not met agreed levels set out in agreed role and overall goal setting on a number of occasions.





# Overall Appraisal Rating Definitions

**1**  
**Not meeting expectation for role**

**2**  
**Yet to meet expectation for role**

**3**  
**Almost meets expectation for role**

**4**  
**Fully meets expectation for role**

**5**  
**Exceeds expectation for role**

**6**  
**Significantly exceeds expectation for role**

## **3 – Almost meets expectation for role**

- Meets performance levels set out in agreed role and overall goal setting in most instances with minimal exceptions.
- May have some developmental needs to become fully effective in role.



# Overall Appraisal Rating Definitions

**1**  
**Not meeting expectation for role**

**2**  
**Yet to meet expectation for role**

**3**  
**Almost meets expectation for role**

**4**  
**Fully meets expectation for role**

**5**  
**Exceeds expectation for role**

**6**  
**Significantly exceeds expectation for role**

## **4 – Fully meets expectation for role**

- Fully meets performance levels set out in agreed role and overall goal setting—sustained performance.
- Demonstrates flexibility to engage in non-core skills areas when required and delivers good performance.
- A rating of 4 is a good sustained level of performance.



# Overall Appraisal Rating Definitions

**1**  
**Not meeting expectation for role**

**2**  
**Yet to meet expectation for role**

**3**  
**Almost meets expectation for role**

**4**  
**Fully meets expectation for role**

**5**  
**Exceeds expectation for role**

**6**  
**Significantly exceeds expectation for role**

## **5 – Exceeds expectation for role**

- Performance in agreed role goes beyond set goals such that value is delivered to sales or delivery or business management.
- Outstanding feedback on performance from clients (internal and external) and managers over sustained period.
- Taking initiative and delivering "wow" factor.





# Overall Appraisal Rating Definitions

**1**  
**Not meeting expectation  
for role**

**2**  
**Yet to meet expectation  
for role**

**3**  
**Almost meets expectation  
for role**

**4**  
**Fully meets expectation  
for role**

**5**  
**Exceeds expectation for  
role**

**6**  
**Significantly exceeds  
expectation for role**

## **6 – Significantly exceeds expectation for role**

- Faultless performance in agreed role. Significant value added.
- Makes significant difference to the delivery and performance of role responsibilities.
- Recognized role model—behaviors and competencies.

**Select your rock climbing gear to continue.**





## Final Overall Appraisal Rating

Your manager enters your final Overall Appraisal Rating in MyCareer.

In most countries, a consolidation process may take place between managers and Human Resources to ensure fair ratings are awarded. Overall ratings within a business unit should have a qualitative link to, and be reflective of, overall business unit results.

Also in most countries, managers should share the Overall Appraisal rating with the employee only after the consolidation concludes and approval to proceed has been given.

**Select your rock climbing gear to continue.**



# Challenge Question 6

Which of the following is a good sustained level of performance?

Select the correct number from the options given and select submit.

- 1
- 2
- 3
- 4
- 5
- 6



# Challenge Question 6

Which of the following is a good sustained level of performance?

Close the feedback window to continue.



Feedback

X

**That is correct!** A 4 rating is a good sustained level of performance in which the individual fully meets performance levels set out in agreed role and overall goal setting.

Feedback

X

**That is incorrect.** Close the feedback window to try again.

Feedback

X

**That is incorrect.** Close the feedback window to revisit the content.