

The annual evaluation should be based on a common dialogue. During the conversation with the employee, you discuss the level of achievement of the employee's individual goals, his greatest successes, areas for development and the current development plan. The annual interview is also a good time to create space for mutual exchange of feedback - so ask for feedback about work with you.

Step 1 - Guiding Questions

Invite the employee to a debriefing meeting according to the HR Review process schedule. Standard 1-1.5 h is enough to conduct a conversation.

Begin the meeting with the employee's self-assessment. Ask her/him how she/he assesses the last year of work, what she/he considers as her/his success, what was the challenge. Refer to the guiding questions (Appendix 1) that the employee (most likely) prepared for your meeting. These questions are a good basis for a wrap-up conversation.

Step 2 - Assessing Individual Goals in the Perbit System

It is important that the employee performs a self-assessment of individual goals in the Perbit system before your meeting. Now it's time to discuss them, enter your grade, and then finalize in Perbit.

Be sure to include your exact arguments for each of your goal assessments by entering a description in the Results column and then selecting your completion level in the next column. (The first two goals - GLC and Polish KPIs - will be introduced by HR. Leave these fields blank).

For reminder:

Excellent	> 125,00%
Over-fulfilled	105,00% – 125,00%
Fulfilled	95,00% – 105,00%
Conditionally fulfilled	90,00% – 95,00%
Not fulfilled	< 90,00%

If the employee's individual goals were constructed on the basis of Milestones, summarize them and then send the attachment to the HR department.

Don't forget to evaluate the employee's individual development plan. Put into account all development activities that have been undertaken this year, as well as the number of training courses completed as part of the PAYBACK Academy.

Step 3 - Assessment of the on-going cooperation

The annual evaluation is a good time to provide feedback on the cooperation so far.

Make sure the feedback is two-sided (see the feedback guide).

1. Provide the employee with your feedback and feedback collected from colleagues. Focus on 3 areas:

- Strengths
- Areas for development
- Elements worth paying attention to in your cooperation

2. Now you ask the employee for feedback - ask about the elements important to you.

Step 4 - What's next?

Create a space to discuss possible financial changes and promotions. Refer to the rules prevailing in the company, your expectations, elements that must happen in order for you to recommend a change. Do not leave an employee without feedback if you do not agree with the expectations you have heard.

Remember that your recommendation must be approved during the meeting of the Board, and you will receive the final decision of bonuses and approved changes by mid-December.

Step 5 - Preparation for the next year

Annual goals will be set in early January - you will learn about the details of the process after the HR Review. It will also be time to verify individual development plans and update activities for the next 12 months - learn from this year's process and use them when creating plans for the next year in your team.