

Goal ratings

From 2018, colleagues who work in Professional Services and CCSG and who are using the grade 4-9 form are being encouraged to capture a 'rating' against individual goals. The purpose of this is to provide an objective and consistent approach to discussing the degree to which each goal has been achieved.

Good practice recommends that when goals are discussed and agreed that they are defined in terms of 'what good looks like'. The SMART model (explained more fully with examples on page 13 of the 'How To' guide) provides a useful framework to capture such deliverables.

During PDR conversations the Reviewer and Reviewee will be able to compare and discuss 'actual' deliverables against the 'stated' deliverables, selecting the most appropriate rating from the descriptors below to define achievements against each goal.

Goal rating descriptors

- Above expectation - one or more of the agreed deliverables or SMART criteria for **this goal** have been exceeded, and in so doing this provides additional benefit to the team/department
- Meets expectation - **this goal** has been achieved in line with the agreed deliverables or SMART criteria
- Below expectation - one or more of the agreed deliverables or SMART criteria for **this goal** have not been met

When discussing goal ratings you may wish to consider any extenuating circumstances relating to goal achievement and/or instances where priorities may have changed and or new goals introduced.

Where deliverables were not initially specified, you may decide that is not possible to rate this goal and aim to ensure that for all future goals, deliverables are specified in line with the SMART criteria.