



## ANNUAL PERFORMANCE REVIEW TIMELINE

DUE DATE	PERFORMANCE REVIEW ACTION ITEMS
12/9/2014	HR Releases Annual Performance Review Packet
12/10/2014	Managers forward the employee(s) the Employee Self Evaluation-Performance Review Form to complete and return during their review meeting.
1/22/2014	Annual Performance Review Packet Due to HR <ul style="list-style-type: none"> <li>· EMPLOYEE PERFORMANCE REVIEW FORM</li> <li>· EMPLOYEE SELF EVALUATION- PERFORMANCE REVIEW FORM</li> <li>· EMPLOYEE HIGHLIGHTS PERFORMANCE REVIEW FORM</li> <li>· PAYROLL CHANGE NOTICE FORM</li> </ul>
01/23/2014- 02/06/2014	HR/CEO/CFO- Review and discuss Employee Performance Reviews with respective manager, discuss salary increases, and approve during the meeting.
02/06/14-02/16/2014	Manager performs individual Performance Review meetings with employees.
2/16/2014	All Performance Review Packets are due to HR. FORMS DUE:
	· EMPLOYEE PERFORMANCE REVIEW FORM
	· EMPLOYEE SELF EVALUATION- PERFORMANCE REVIEW FORM
	· EMPLOYEE HIGHLIGHTS PERFORMANCE REVIEW FORM
	· PAYROLL CHANGE NOTICE FORM

### PAYROLL EFFECTIVE DATE

DIVISION	Effective Date	Processing Date	Pay Date
Aloette Canada	Pending	Pending	Pending
AHB Warehouse	Pending	Pending	Pending
AHB Corporate	Pending	Pending	Pending
AHB PUR TEAM	Pending	Pending	Pending
Cosmedix	Pending	Pending	Pending

If you have any questions or need assistance, please contact Rachel Estermyer- Human Resources  
Email: restermyer@astralbrands.com or phone: 678-444-0123.



## **PERFORMANCE REVIEW PLANNING AND RESULTS**

### **A. EMPLOYEE COMMITMENT**

Our Company recognizes that its employees are a valued assets to our success. It is our commitment to support the development of our staff both professionally and personally and in doing so create an organization with the ability to exceed the expectations of the Company, the individual and our customers.

### **B. PURPOSE**

The primary purpose of a performance review is to encourage staff development and strengthen the department overall effectiveness by:

- identify specific indicators of achievement
- pin-point areas of greatest/least effectiveness
- stimulate improved performance
- aid in promotion, retention, and salary decisions
- clearly define the goals and objectives of the organization
- develop mutually established employee focused goals and objectives
- evaluate effectiveness of management

### **C. THE S.T.A.R. PHILOSOPHY**

The S.T.A.R. format is an easy and short way to capture performance activities and accomplishments.

#### **S.T.A.R.**

- **Situation:** Describe the conditions under which you achieved your critical elements
- **Task:** Describe what you did during the year to create the results you achieved.
- **Activity/Action:** Include additional activities you completed, or actions you took that contributed to your results
- **Result:** Describe what you accomplished.

For each Critical Element answer the following questions:

- **Situation:** What was the situation I faced?
- **Task:** What was my task in that situation?
- **Activity:** What activity/action did I take?
- **Result:** What result(s) did my action(s) produce?

Here are some additional examples of STAR feedback:

<u>Situation, Task, and Action</u>	<u>Result</u>	<u>Describe what the employee should do in the future.</u>
“You revised the report in a completely new way...”	“...the customer was delighted...”	“...keep using your creativity and taking initiative.”
“A few times you’ve neglected to pick up a phone that was ringing...”	“...we risk losing valuable customers if we are not responsive...”	“...even if it’s not your phone, we need to cover for each other, so we expect you to share in the responsibility.”
“You did a nice job of facilitating the team’s discussion today on some difficult issues...”	“...you helped the team stay focused, you kept everyone involved, and we were able to reach a good resolution...”	“...keep looking for opportunities to lead the team—we really need that from you.”

**D. REVIEW EXPECTATIONS**

Each employee is entitled to a thoughtful and careful review. Performance review success depends on both supervisors’ willingness to complete a constructive and objective assessment, and on the employees’ willingness to respond to constructive suggestions for improvement and work with the supervisor to identify, overcome, and establish goals and objectives that will eliminate performance barriers. Reviews may be performed during the initial Introductory Period (30/60/90 Days of Employment) and in accordance with the Company’s annual performance review policy.

**E. HELPFUL HINTS - THINGS NOT TO DO**

Establish a process for reviewing and recording your accomplishments on a regular basis, e.g., once a week. Make a note of significant items, or put a copy into your file. Identify the critical element which is linked to the accomplishment.

Characteristics of Significant Accomplishments

COMPETING PRIORITIES

- High visibility
- High level of difficulty
- Require innovation
- Require problem solving skills

ORG/UNIT-WIDE IMPACT

- Lead special group/project
- Short deadlines
- Wide scope of coordination
- First time
-

## **F.**     **DON'T AND DON'T**

Delivering performance reviews effectively boils down to the art of delivering feedback.

Here are some "**dos**":

- Set the stage for a two-way conversation. Relieve tension and facilitate dialogue by communicating upfront your review process agenda.
- Let employees know they have input.
- Start by letting employees assess themselves. What are they most proud of, and what do they consider areas for development?
- Seize the opportunity to acknowledge what you like and appreciate about how the employee performs.
- Identify what success looks like for the coming year, given department/school objectives, etc. Create an employee development plan with specific goals and tasks.
- Focus on the employee. Be truly present. Listen and make a genuine attempt to understand concerns and any feedback.
- Talk about their strengths and challenge areas. Deliver the negative (avoid sugarcoating) but make sure the employee knows what he or she can do about it.

Here are some "**don'ts**":

- Talk too much. Reviews should be interactive. Don't let whatever "form" you use dictate your process; it's not about the form. If you are doing all the talking, you've probably lost them.
- Make it personal. Stick to behavior specifics.
- Offer challenging feedback using generalizations. Many clients tell me they are told during their reviews that they need to improve areas such as "communication." Most people have no idea what this means. Identify how you and the employee will know if he or she meets your expectations for improvement.
- Make assumptions about how the employee is receiving the feedback. Emotionally charged situations often foster misunderstanding. Probe for understanding and reactions, including confirmation of critical elements of the review.
- Avoid the negatives. We all have room for improvement. Even the most talented individuals want to know how they can reach the next level. Refusing to identify issues, challenge for improvement or hold the individual accountable does not foster growth. When you avoid giving tough, direct feedback, you aren't doing them (or you) any favors.
- Don't shred personal self-esteem by telling them every negative thing you've ever noticed. Reinforce that it is behaviors and actions you want changed, and that you have confidence in the person you are challenging.

## **G.**     **PERFORMANCE REVIEW**

- Use a current job description (Contact HR for job descriptions) to evaluate job performance
- Rate the person's level of performance, using the definitions illustrated in section F. Performance Factors.
- Review with employee each performance factor used to evaluate the performance.

- Give an overall rating in the space provided, using the definitions illustrated in section E. Performance Ratings.

**H.** **PERFORMANCE RATINGS**

The following ratings must be used to ensure commonality of language and consistency on overall ratings: *(There should be supporting comments to justify ratings of “Outstanding” “Below Expectations, and “Unsatisfactory”).*

<b>OUTSTANDING</b>	Performance is consistently superior
<b>EXCEEDS EXPECTATIONS</b>	Performance is routinely above job requirements
<b>MEETS EXPECTATIONS</b>	Performance is regularly competent and dependable
<b>BELOW EXPECTATIONS</b>	Performance fails to meet job requirements on a frequent basis
<b>UNSATISFACTORY</b>	Performance is consistently unacceptable

**I.** **PERFORMANCE FACTORS** (use job description as basis of this evaluation).

<p><b>JOB KNOWLEDGE</b> Consider employee's skill level, knowledge and understanding of all phases of the job and those requiring improved skills and/or experience.</p>
<p><b>COMMUNICATION and TIMELINESS OF COMMUNICATION</b> Measures effectiveness in listening to others, expressing ideas, both orally and in writing and providing relevant and timely information to management, and co-workers. Open communication who shares information with peers, subordinates, or supervisor. Generally understands and appreciates the necessity to have open communication.</p>
<p><b>TEAMWORK</b> Measures how well this individual gets along with fellow employees, respects the rights of other employees and shows a cooperative spirit. Works collaboratively and effectively with others to accomplish goals and generally focuses on appropriate training and meet those career goals.</p>
<p><b>DEPENDABILITY</b> Measures how well employee complies with instructions and performs under unusual circumstances; consider record of attendance and punctuality.</p>
<p><b>DECISION MAKING AND PROBLEM SOLVING</b> Effectively and efficiently identifies problems and executes viable solutions.</p>
<p><b>COMMITMENT TO EXCELLENCE</b> Is open and receptive to change. Actively participates in continuous improvement initiatives. Shows a genuine interest in improving the business.</p>
<p><b>RESULTS ORIENTATED</b> Generally achieves objectives and commitments to the organization. Rarely misses a deadline.</p>
<p><b>BUSINESS ACUMEN AND WORK ETHICS</b> Quickly identifies and understands business situations in a manner that is likely to lead to a good outcome. Demonstrates being reliable, having initiative, or pursuing new skills.</p>
<p><b>PRIORITIZATION AND MEETS DEADLINES</b> Effectively and efficiently prioritizes workload in order of importance and business needs. Meets deadlines on time or ahead of schedule.</p>

**ADAPTS TO CHANGE**

Demonstrates the openness and willingness to which the employee exhibits openness to new ideas, programs, systems, and/or structures.

## EMPLOYEE PERFORMANCE REVIEW FORM

<b>Name</b>		<b>Review Type</b>	
<b>Job Title</b>		<b>Date</b>	
<b>Department</b>		<b>Manager</b>	

### Ratings

	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unsatisfactory
<b>Job Knowledge</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Communication and Timeliness of Communication</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Teamwork</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Dependability</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Decision Making and Problem Solving</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Commitment to Excellence</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Results Orientated</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Business Acumen and Work Ethics</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Prioritization and Meets Deadlines</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Adapts to Change</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Overall Performance Rating</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Overall Evaluation Comments: *There should be supporting comments to justify ratings of "Outstanding"*

**Performance Improvement Plan Action Items:**

(FOR RATINGS OF BELOW EXPECTATIONS AND UNSATISFACTORY)

**Verification of Review**

By signing this form, you confirm that you have discussed this review in detail with your supervisor. Signing this form does not necessarily indicate that you agree with this evaluation. I understand that I may attach written comments or send comments directly to the HR Department, if desired.

I understand that if my performance rating is Below Expectations or Unsatisfactory I understand I may be subject to disciplinary action up, to and including termination of employment if I fail to increase my performance to meet the Company standards.

Employee Signature		Date	
1 <sup>st</sup> Level Manager Signature		Date	
2 <sup>nd</sup> Level Manager Signature **		Date	

**\*\* Employee Performance Reviews should have two levels of management signatures.**

## EMPLOYEE SELF EVALUATION- PERFORMANCE REVIEW FORM

<b>Name</b>		<b>Review Type</b>	
<b>Job Title</b>		<b>Date</b>	
<b>Department</b>		<b>Manager</b>	

### Ratings

	Outstanding	Exceeds Expectations	Meets Expectations	Below Expectations	Unsatisfactory
<b>Job Knowledge</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Communication and Timeliness of Communication</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Teamwork</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Dependability</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Decision Making and Problem Solving</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Commitment to Excellence</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Results Orientated</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Business Acumen and Work Ethics</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Prioritization and Meets Deadlines</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Adapts to Change</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<b>Overall Performance Rating</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Overall Evaluation Comments:

### Employee Business Interests for the next 3 years.

### Verification of Review

Employee Signature	Date	
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## EMPLOYEE HIGHLIGHTS PERFORMANCE REVIEW FORM

<b>Name</b>		<b>Review Type</b>	
<b>Job Title</b>		<b>Date</b>	
<b>Department</b>		<b>Manager</b>	

Strengths and Competencies	Development and Improvement Areas

This Year Career Objectives	Status Completed (Y/N)	Next Year Career Objectives	Due Date

Employee Signature		Date	
1 <sup>st</sup> Level Manager Signature		Date	
2 <sup>nd</sup> Level Manager Signature **		Date	

\*\* *Employee Performance Reviews should have two levels of management signatures.*



## PAYROLL CHANGE NOTICE FORM

### Employee Profile

Employee Name: \_\_\_\_\_ Social Security #: \_\_\_\_\_  
 Date: \_\_\_\_\_ Date Effective: \_\_\_\_\_

### Employment Changes

New Hire:  Job Title: \_\_\_\_\_ Department: \_\_\_\_\_  
 Rehire:  Job Title: \_\_\_\_\_ Department: \_\_\_\_\_  
 Temporary:  Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_ Department: \_\_\_\_\_  
 Replacement:  Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_ Department: \_\_\_\_\_

### Classification Changes

Change	Current Information	New Information
Transfer: <input type="checkbox"/>	Title/Dept: _____	Title/Dept: _____
Promotion: <input type="checkbox"/>	Title/Dept: _____	Title/Dept: _____
Demotion: <input type="checkbox"/>	Title/Dept: _____	Title/Dept: _____
Title: <input type="checkbox"/>	Title/Dept: _____	Title/Dept: _____
Shift: <input type="checkbox"/>	Shift: _____	Shift: _____
Location: <input type="checkbox"/>	Location: _____	Location: _____
Current Salary: <input type="checkbox"/>	Salary: _____	New Salary: _____
Status: <input type="checkbox"/>	Status: _____	Status: _____

### Annual Salary Justification Comments:

Please provide the reason for annual salary increase:

### Verification of Changes

1 <sup>st</sup> Level Manager Signature		Date	
2 <sup>nd</sup> Level Manager Signature		Date	