

The Performance Review- Employee

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Introduction



A Presentation of the Performance Review



It is...

- **A privileged opportunity** to discuss sincerely and objectively.
- **Sharing on the past year**, in particular on Leadership Essentials and Goals.
- **A constructive dialogue** to prepare for the future.

Which stakes ?



- Identify **performance levers** and support **skills development**.
- Evaluate **Employee Performance**.



For whom ?

- All **Executive Employees, Staff** (directly in ColasWay) and **Workers** (soon in ColasWay).

When ?



During the campaign:

- **Annually for Staff and Executives.**
- **Every two years** for Workers.

The Performance Review- Goals for...



The Employee

- **Discuss** about **missions and goals set**.
- **Share** your feelings, your professional project and your wishes for development.
- **Ask questions** to your Supervisor on various topics.



The Supervisor

- Get to **know your Employees better** and **adapt your Management**.
- **Evaluate their skills and the achievement** of the objectives set.
- **Support their development** by giving them the **means to progress**.
- **Be exemplary** in front of your Employees.



The Top Management

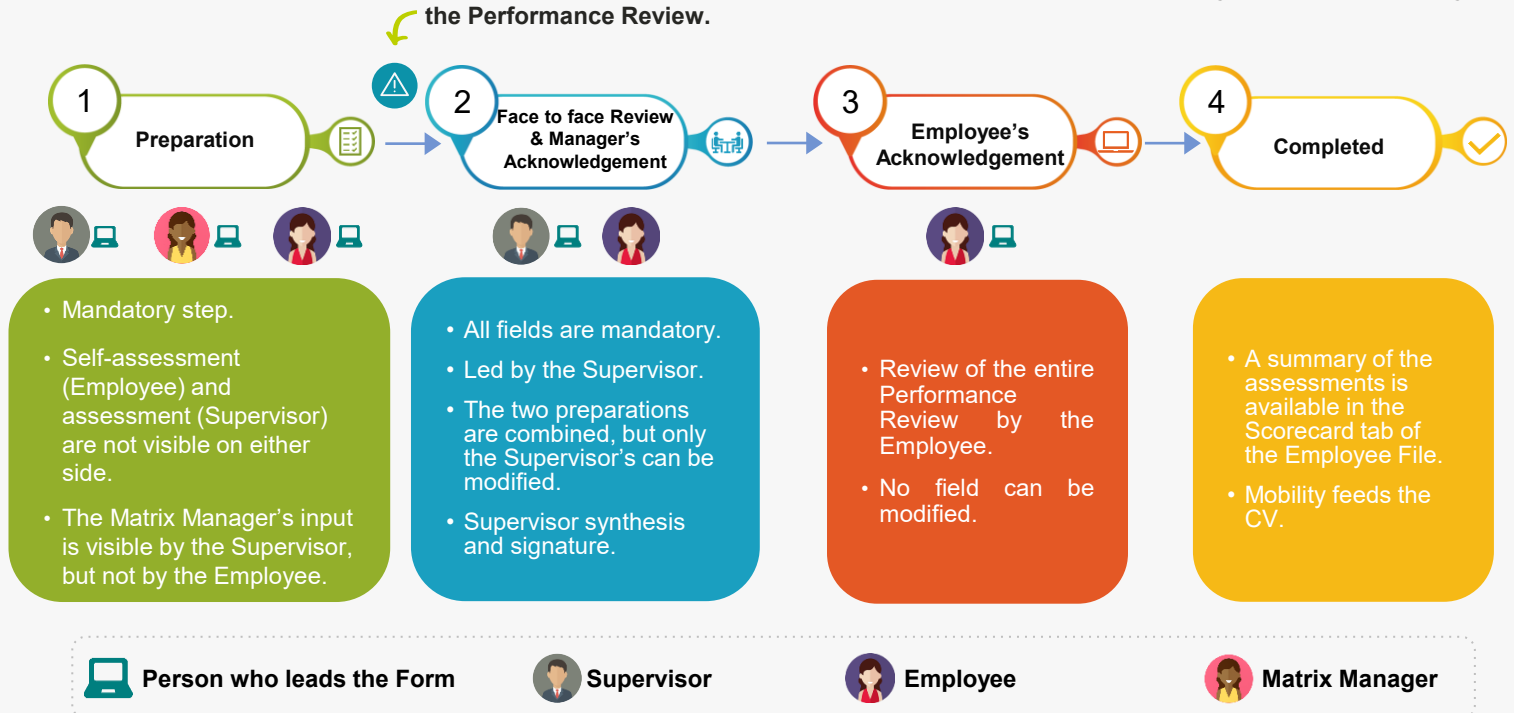
- **Monitor the activity and progress** of each one of your Employees.
- **Consider** their aspirations.
- Adapt **training plans**.
- **Manage resources** according to business developments and corporate needs.



B The Road Map

Once the campaign has been launched, the Employee and the Supervisor set a date for the Performance Review outside ColasWay. Then, they must follow the Road Map with the following steps:

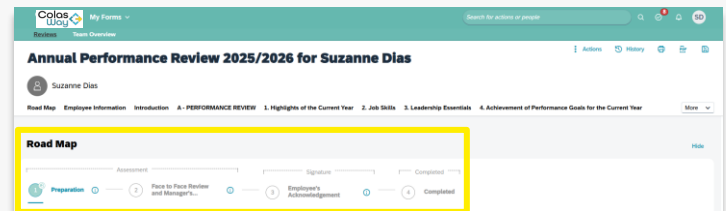
This action should not be performed too early to give the Employee time to finalize their preparation.
Recommendation : the Supervisor should complete this action the day before or on the day of the Performance Review.



During the preparation step, the Matrix Manager can write comments that will be visible only by the Supervisor, and consult the Supervisor's preparation. Both the Supervisor and Matrix Manager's preparation will be visible by the Employee during the Face-to-Face review step.

This Road Map is **visible at the top of the form**.

This is a **face-to-face review** between the Supervisor and the Employee.
The Supervisor fills in and signs the form following the discussion with the Employee. They can send the form back to the previous step if needed.



The form has been **completed** and **can no longer be modified**.

Road Map



The **Employee, the Supervisor and the Matrix Manager** have access to the form. Only the Supervisor can move on to step 2.

The form **can no longer be modified**. The **Employee** can write a summary and **sign** before sending it to step 4. They can send the form back to step 2 if needed.

C The Performance Review : Parts and sections



- Road Map
- Employee Information
- Interview Date (Step 2)
- Introduction



A – PERFORMANCE REVIEW

1. Highlights of the current year
2. Leadership Essentials (L1/L2/L3)
3. Job Skills (L2/L3)
4. Achievement of Performance Goals of the current year
5. Performance Goals for the upcoming year
6. **Overall Performance Summary (Step 2)**



B – DEVELOPMENT REVIEW

1. Development Goals of the current year
2. Development Goals for the upcoming year
3. Training needs for the upcoming year for the countries using the Training Management System (TMS)
4. Mobility preferences & Personal Considerations
5. Work-life Balance Discussion

- Manager's Acknowledgement (Step 2)
- Employee's Acknowledgement (Step 3)

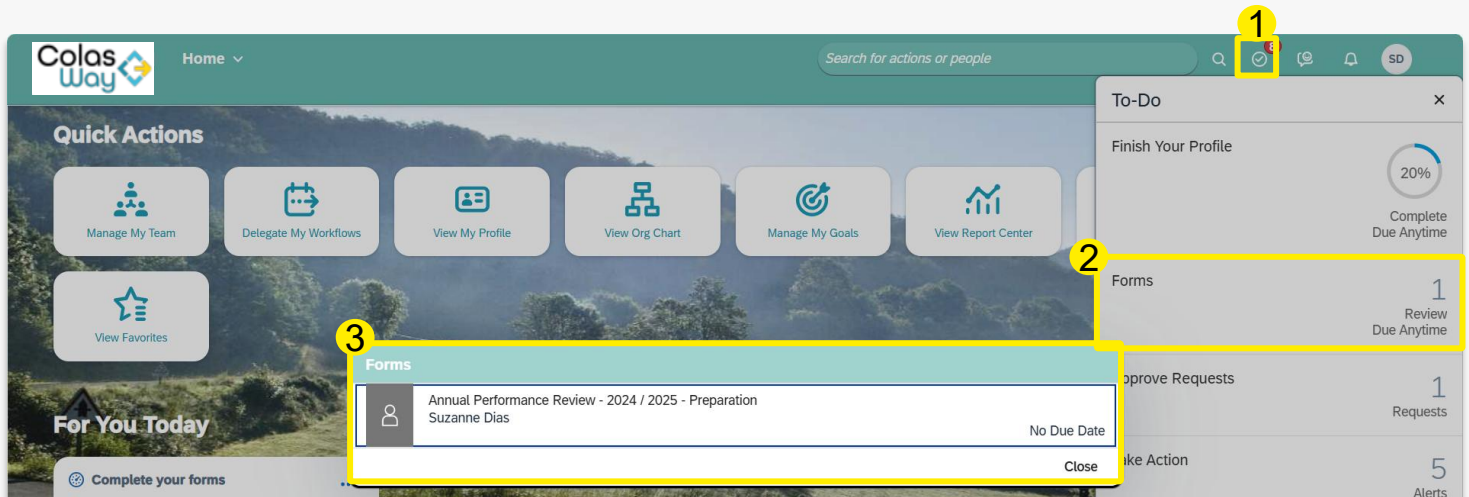
A large yellow circle containing the black number "2", indicating the second section of the guide.

Filling in the Performance Review form

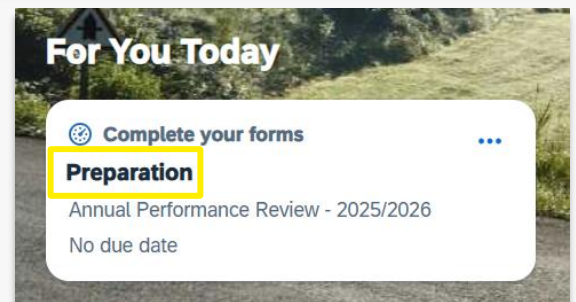
- *A. Employee Preparation*
- *B. Summary and Employee's Acknowledgement*
- *C. View a Completed Form*

A Employee Preparation

When you have to fill in a Performance Review form, a notification appears on your home page.

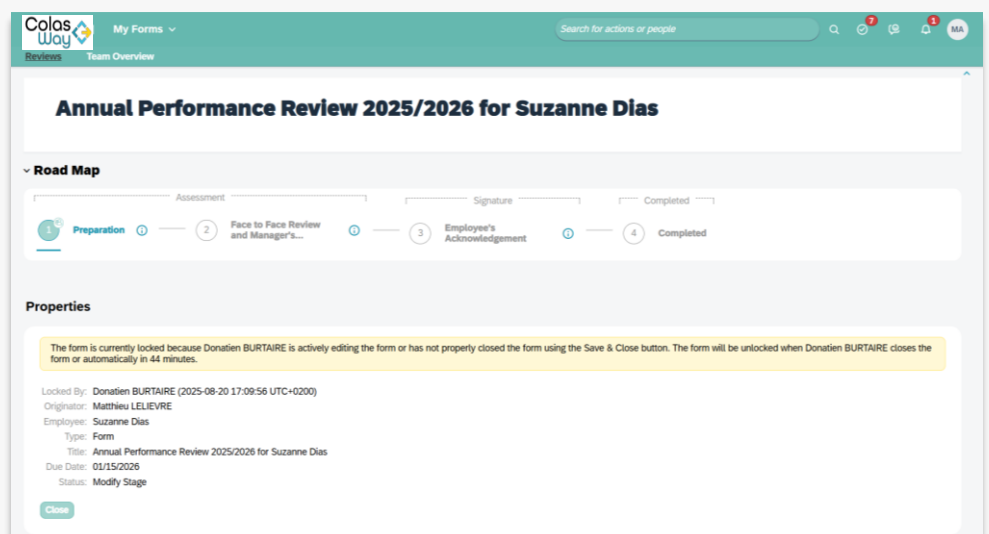


You can also access it directly from your Home page by clicking on the **Complete your forms** tile in the **For You Today** section.



Note that even if the form is to be filled by the Supervisor, the Matrix Manager and Employee at this Preparation step, the **form will be locked for the other party** during their completion.

Make sure you **“save and close”** the form **before exiting the form**, to allow the other party to fill-in their preparation.



PART A – PERFORMANCE REVIEW

1. Highlights of the current year

This section allows you to describe the key events of the current year.

A - PERFORMANCE REVIEW

1. Highlights of the Current Year

Please describe any success stories from the current year that you would like to mention.

Employee's Comments

B i U | | | | | | | | | | Size

2. Job Skills (L2/L3)

2. Job Skills (30.0%)

You will find in this section the skills related to the job. Only the manager can add more skills using the library by clicking on the "add" button at the top right of this section.

The evaluation must consider at least 3 skills and the maximum 10.

Expand All Collapse All

Job Skills	Employee's evaluation by Suzanne Dias
Adaptability	★★★★★ Meets Expectations
Anticipation	★★★★★ Exceeds Expectations
Business development	★★★★★ Outstanding

Not applicable

Below Expectations

Needs Improvement

Meets Expectations

Exceeds Expectations

Outstanding

The aim of this section is to enable you to self-assess the skills expected of you. 5 levels are defined, as well as a "Not applicable" level. The skills that appear are linked to the key job your function is attached to.

3. Leadership Essentials (L1/L2/L3)

The aim of this section is to enable you to self-assess the skills expected of you.

Not applicable

Not Sufficiently Demonstrated

Needs Further Development

Suitably Demonstrated

Strongly Demonstrated

Exemplary

- For both sections 2 and 3, evaluate skills by clicking on the stars or the not applicable sign. Move the cursor over the stars to display the level.
- click on the **question mark** "?" to show the definitions of the scales.
- Click on the **information point** "i" to display the definition of the expected skill.
- Write an overall **comment** in the text box at the bottom of the section.

2. Leadership Essentials (60.0%)

Expand All Collapse All

Job Skills

> Caring

> Coach

> Inclusive

> Responsible

> Sharing

> Effective Leader

Coach

Develop people: encourage success, increase skills development for tomorrow.

Strengthen each person's expertise (and ensure knowledge transfer).

Support employees with skills gaps to strengthen their performance.

Management & Leadership

1.0 Not Sufficiently Demonstrated:
The behaviour has not been sufficiently demonstrated in practice

2.0 Needs Further Development:
The behaviour has been demonstrated but needs to be applied in practice

3.0 Suitably Demonstrated:
The behaviour has been demonstrated and is suitably applied in practice

4.0 Strongly Demonstrated:
The behaviour has become part of the

Employee's evaluation by Suzanne Dias

★★★★★

★★★★★

★★★★★

★★★★★

★★★★★

★★★★★

★★★★★

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★★★★★

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★★★★★

★★★★★

★★★★★

★★★★★

3. Achievement of Performance Goals of the current year

The objectives set for the current year are available in this section for the evaluation. The weighting of objectives from the previous year **is equal to 40% (L1) or 50% (L2/L3)**.

As an Employee, you **cannot add** or **delete** objectives for the **current year**.

- self-assess yourself by clicking on the **stars** or the **non-applicable** sign.
- click on the **question mark “?”** to show the definitions of the scales.
- you can add a comment to each goal for the current year .

4. Achievement of Performance Goals for the Current Year (50.0%)

Evaluate the achievements of the current year's goals.

Expand All Collapse All

Goal	Employee's evaluation by Suzanne Dias	Action
▼ Improve Online Visibility and Customer Satisfaction The goal is to continue increasing the company's online visibility by at least 20% over the next year through targeted digital marketing strategies. Simultaneously, it is essential to maintain a customer satisfaction rate of at least 90% by optimizing the responsiveness of customer service. To achieve this objective, Suzanne will continue to analyze campaign performance and implement initiatives aimed at enhancing communication and customer support. Quarterly reviews will be conducted to assess progress and adjust strategies as needed.	🕒 ⭐⭐⭐⭐☆ Exceeds Expectations	📝 100.0% of total score Not Started
Goal Details		
Start Date	01/01/2025	Due Date
Employee's Comment	Employee's comment	Manager's Comment
		12/31/2025

In this section, you must propose **at least one performance goal for the upcoming year**.

- Add a goal for the upcoming year by clicking on **+ Add**.
- Edit a goal for the upcoming year by clicking on the **pen icon** 

5. Performance Goals for the upcoming year

[+ Add](#)

These goals will be evaluated in the performance review process next year. Indicate your performance goals by clicking on the "add" button at the top right of this section.

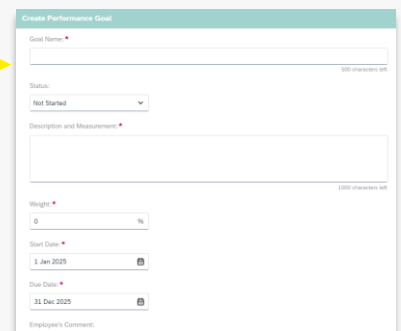
Choose how you would like to create a goal:

- 1  **Create from Scratch**
Create a goal with a blank goal form.

Modifier les champs obligatoires :

- Goal name
- Description & measurement
- Weight
- Start date
- Due date

You can also add a comment linked to the goal.



Create Performance Goal

Goal Name *

Status: Not Started

Description and Measurement *

Weight *

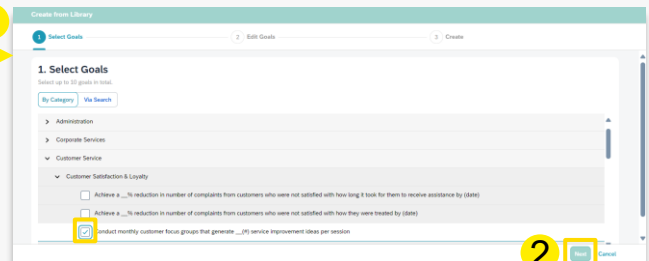
Start Date *

Due Date *

Employee's Comment

- 2  **Create from Library**
Choose goals from your goal library and add to your goal plan.

- **Select a goal template** in the library
- Click on **Next**
- Click on the **pen icon** 
- **Edit the goal**
- Click on **Next**
- **Save the goal**



Create from Library

1. Select Goals

Select up to 10 goals in total.

By Category Via Search

Administration

Corporate Services

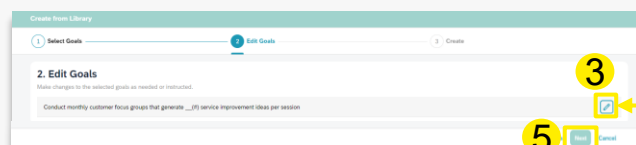
Customer Service

Customer Satisfaction & Loyalty

☐ Achieve a ...% reduction in number of complaints from customers who were not satisfied with how long it took for them to receive assistance by (date)

☐ Achieve a ...% reduction in number of complaints from customers who were not satisfied with how they were treated by (date)

☒ Conduct monthly customer focus groups that generate ...% service improvement ideas per session

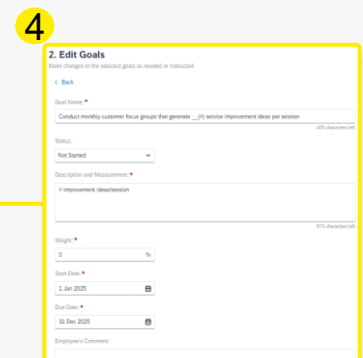


Create from Library

2. Edit Goals

Make changes to the selected goals as needed or instructed.

Conduct monthly customer focus groups that generate ...% service improvement ideas per session



2. Edit Goals

Back

Goal Name *

Conduct monthly customer focus groups that generate ...% service improvement ideas per session

Status: Not Started

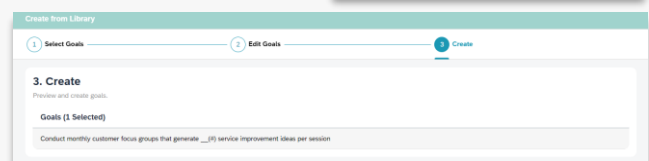
Description and Measurement *

Weight *

Start Date *

Due Date *

Employee's Comment



Create from Library

3. Create

Preview and create goals.

Goals (1 Selected)

Conduct monthly customer focus groups that generate ...% service improvement ideas per session

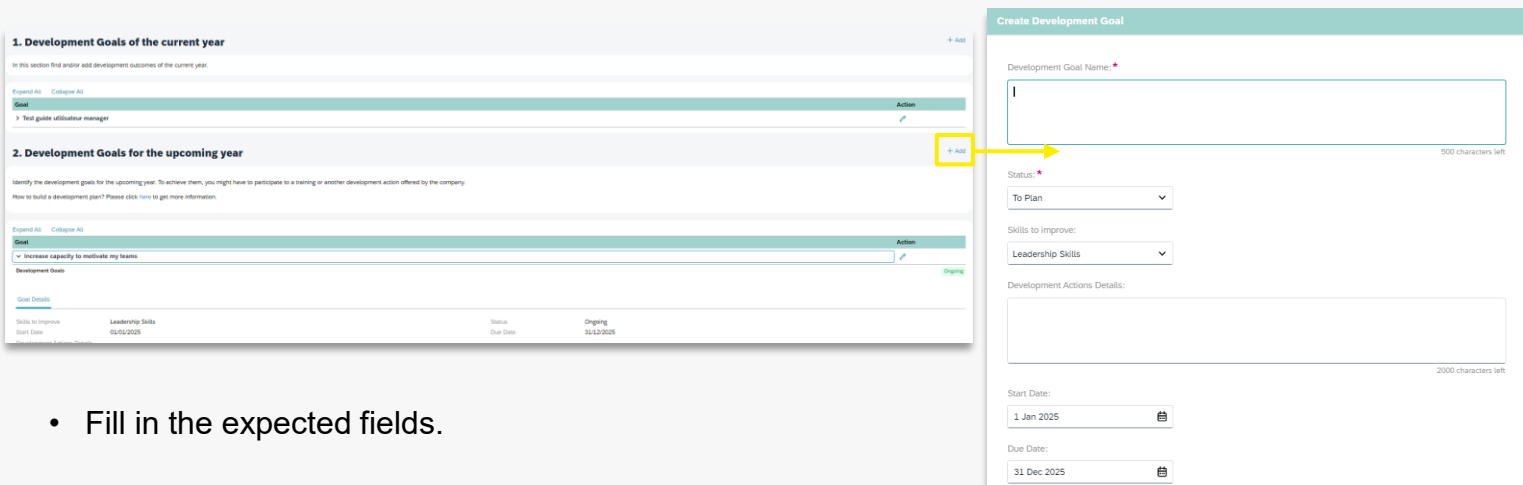
Previous **Save** Cancel

PART B – DEVELOPMENT REVIEW

1. Development Goals of the current year & 2. Development Goals for the upcoming year

These sections allow the Employee to **highlight development** elements **linked to the current interview**, and to **outline new needs** for the **upcoming year**.

- **Modify a development goal** by clicking on the **pen icon**.
- Add a new development goal (for the current and/or upcoming year) by clicking on the **+ Add** button.



1. Development Goals of the current year

In this section find and/or add development outcomes of the current year.

Expand All Collapse All

Goal: Test goals utilisation manager

Action

2. Development Goals for the upcoming year

Identify the development goals for the upcoming year. To achieve them, you might have to participate to a training or another development action offered by the company.

How to build a development plan? Please click here to get more information.

Expand All Collapse All

Goal: Increase capacity to motivate my teams

Action

Development Goals

Goal Details

Skills to improve	Leadership Skills	Status	Due Date
		Ongoing	31/12/2025

Create Development Goal

Development Goal Name: *

Status: *

To Plan

Skills to improve:

Leadership Skills

Development Actions Details:

Start Date:

1 Jan 2025

Due Date:

31 Dec 2025

- Fill in the expected fields.

3. Training needs validated in the Training Management System (TMS)

You can view the training requirements that have been approved for the coming year in the TMS by clicking [here](#) (except for the UK).

4. Mobility preferences & Personal Considerations

Only the Employee can complete this section. Your Supervisor can view the content.

- Click on different **hyperlinks** to fill-in your **aspirations**, then acknowledge their review.
- Click on the **+** to add a **mobility / personal consideration**.
- Click the **acknowledgment button** to confirm your review.

4. Mobility Preferences

If the Employee is willing to relocate geographically or functionally, they are invited to indicate their preferences by clicking on the links below. The information provided will be considered for the new opportunities within the Group and can be modified anytime in the employee file.

[Geographical Mobility Preferences](#)

[Functional Mobility Preferences](#)

[Personal Considerations](#)

Employee's comments (remember to fill out your Mobility Preferences and Personal Considerations in the links above)

B i U | : : : : : | | | Size

☐ I acknowledge that I have reviewed my mobility (functional & geographical)



- For each statement, select your **level** of **satisfaction** from the **picklists**.
- **Write** an **overall comment** if you wish.

5. Work-life Balance Discussion

In this section the Employee is invited to express themselves on their work life balance.

This initiative is part of the Group's desire to develop Quality of Life at Work. Information will be visible for the Manager during the face-to-face interview (step 2).

According to employee's feedback, the manager should define an action plan that promotes the employee's quality of life and working conditions.

Workload Organisation Within the Company	
Workload Allocation Over the Year	
Work life Balance	
Employee's Comments	B <i>i</i> <u>u</u> Size ▼

Finalize the preparation

Once the form is completed, click on **Save and close**.

Cancel Save and Close



The **Supervisor** will move the form to the **second step** once all parties are **done** with their preparation. The preparation will no longer be editable by you.

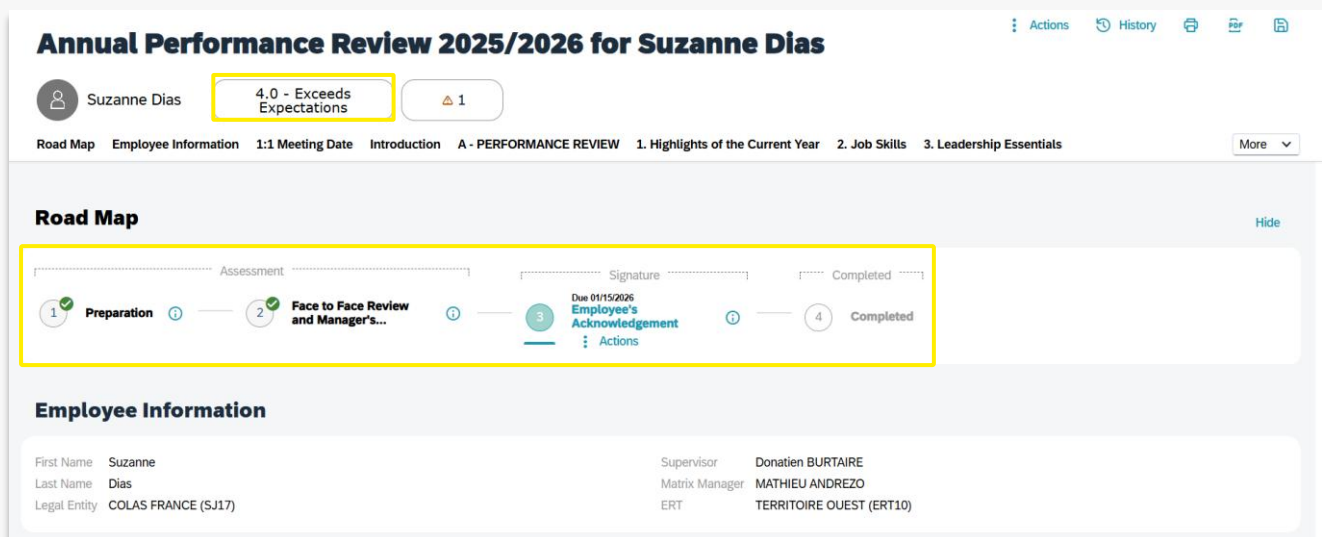
You will proceed together to the Face-to-face Review and after, your Supervisor will perform the Manager's Acknowledgment step.

B Summary and Employee Acknowledgement

Once your exchange has been completed and the form signed by your Supervisor, you have **full visibility of the form, but cannot make any changes** other than your signature.

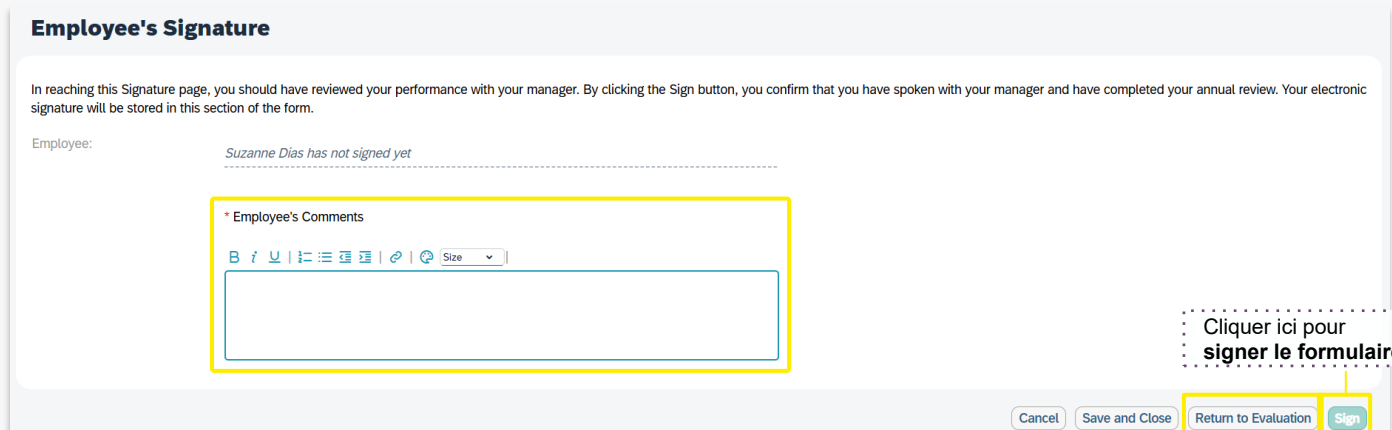
Employee signature

- Your **final rating** is displayed.
- The Road Map confirms that we are on **step 3**.



Once you have read the form, you can leave a comment, sign it and close the process (sending to **Completed** status) or send it back to the step 2 (Manager's Acknowledgement).

- Write a **comment** in the text box.
- Click the relevant button to **sign the form**. Another page will appear, asking you to **confirm signature**. After signature, the form is no longer editable by you.

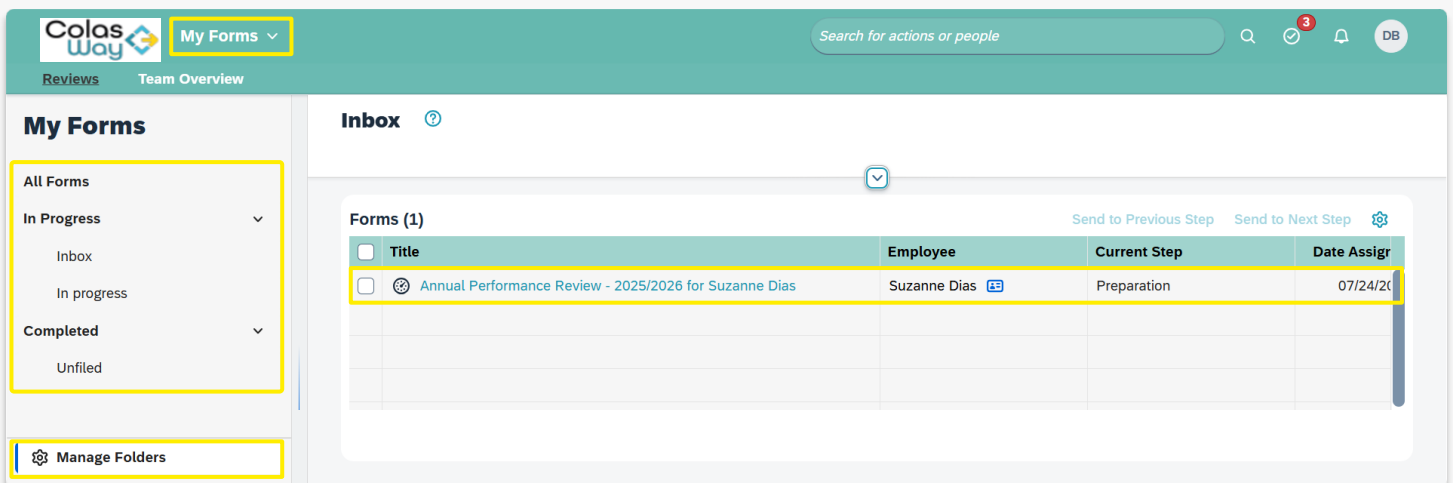


C View a Completed Form

Viewing the completed form:

- From the **Home** drop-down menu, go to **My Forms**.
- The **All Forms** section includes all your forms.
 - In the **In Progress** box, you will find the forms that are open and for that you have an action to carry out. They will be in this box until you send them to the next step.
 - The **Completed** box includes completed and archived forms (stored in the **Unfiled** folder by default).

Click on the form to **Open** it and click on **Manage Folders** to classify completed forms.



My Forms

All Forms

In Progress

Inbox

In progress

Completed

Unfiled

Manage Folders

Inbox

Forms (1)

Send to Previous Step Send to Next Step

☐	Title	Employee	Current Step	Date Assign
☐	Annual Performance Review - 2025/2026 for Suzanne Dias	Suzanne Dias	Preparation	07/24/2025

Check out the **Classify forms** document for more information on this topic.