

Performance Review - Supervisor

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Introduction to the Performance Review and the Form



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 Presentation of the Performance Review

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.

Prior to the Performance Review, the Supervisor must **complete the following actions for each one of their Employees**.

Step 1



The Supervisor **sets the date for the Performance Review meeting** outside the tool (via Outlook or other appointment scheduling tools) and **sends the invitation** to the designated Employee.

Step 2



If this is the Employee's first Performance Review Campaign, the **Supervisor indicates in ColasWay the Employee's goals from the previous year**.

The **Employee will ensure that his goals are met**.

C The Performance Review : Parts and sections

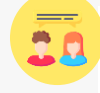


- Road Map
- Employee Information
- Interview Date (Step 2)
- Introduction



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)



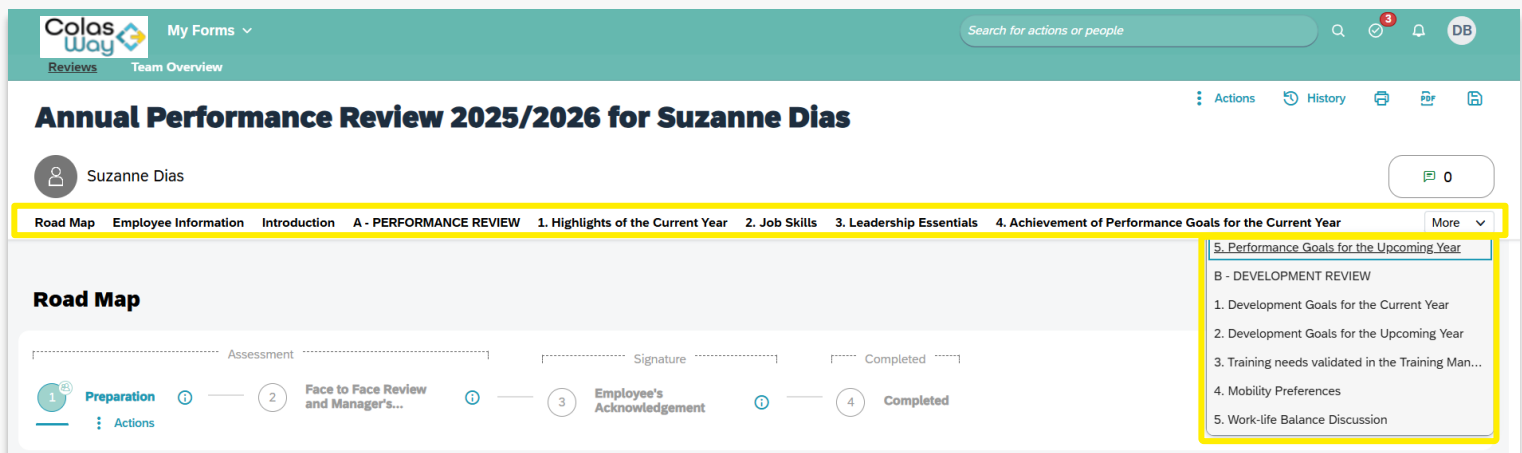
B – DEVELOPMENT REVIEW

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)

D The Road Map : Parts and sections

This Road Map is **visible at the top of the form**. The navigation bar allows you to easily reach the **sections of the form**.



Reading the Road Map:

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.

E Zooming on the Preparation



Leadership Essentials



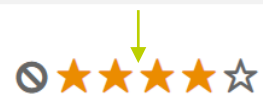
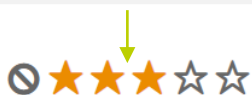
Job Skills
(L2/L3 Only)



Goals

⊗ ☆ ☆ ☆ ☆ ☆ Select a rating.

If not relevant for the Employee or if the Supervisor does not want to assess an item, they can select the grade "Not applicable".



Automatic overall indicative grade

Manual grade by the Supervisor

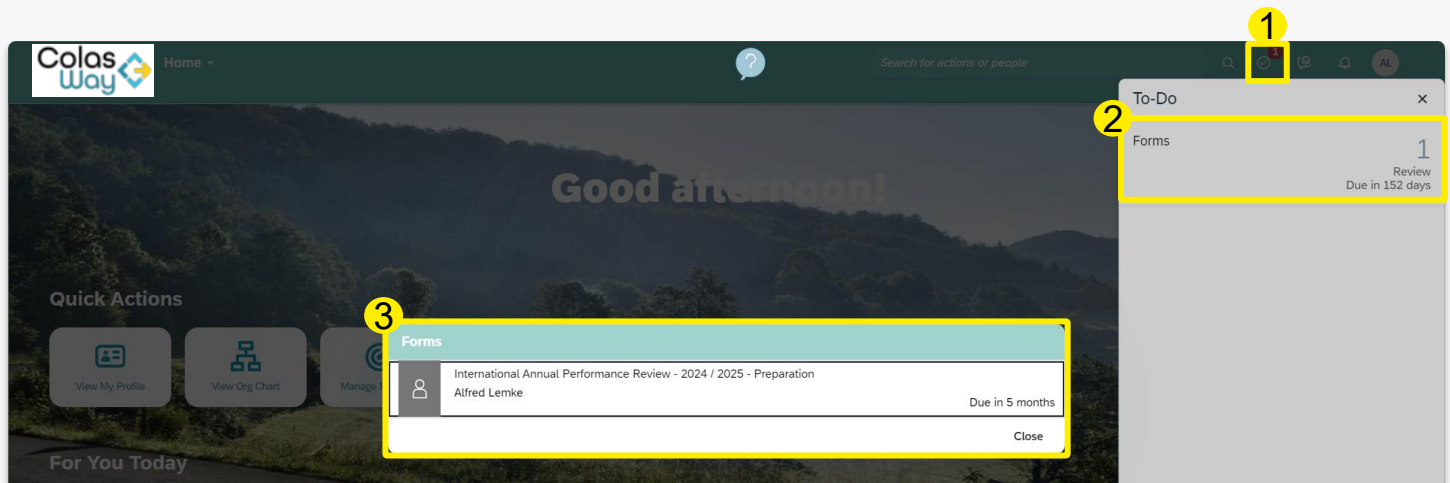
3

Filling in the Performance Review form

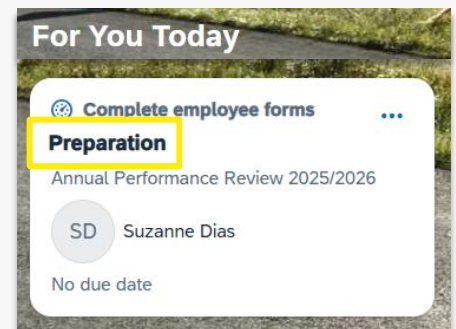
- *Supervisor Preparation*
- *Performance Review*
- *Manager's Acknowledgement*
- *View a Completed Form*

A Supervisor Preparation

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

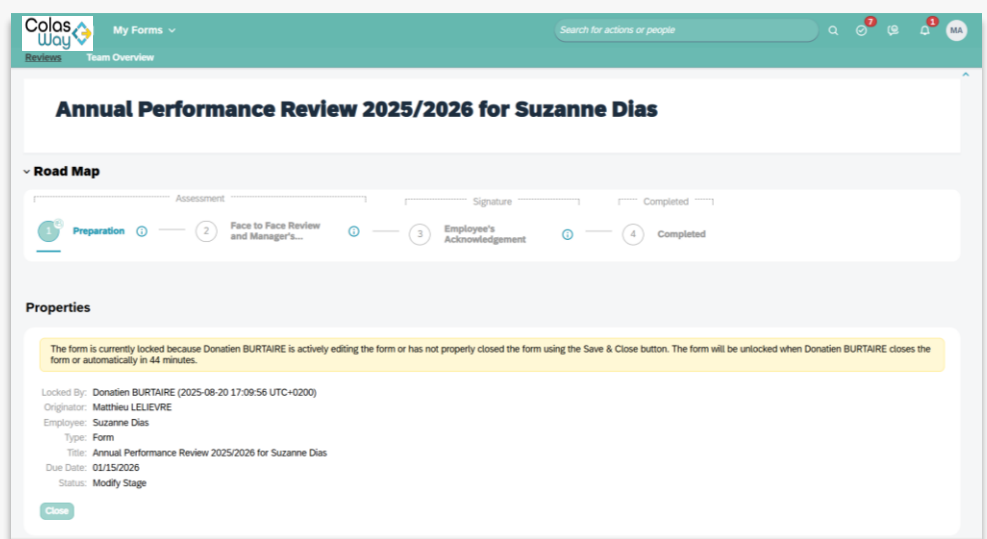


You can also access it directly from your Home page by clicking on the **Complete employee forms** tile in the **For You Today** section.



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.



1. Highlights of the current year

1. Highlights of the Current Year

Manager's Comments

Matrix Manager's Comments

This year, Suzanne made significant contributions by leading the implementation of our new digital marketing strategy.



It is during the next step that the Employee will be able to view both the Supervisor and the Matrix Manager's preparations.

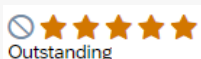
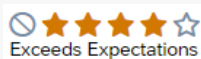
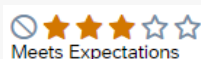
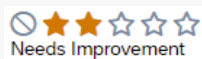
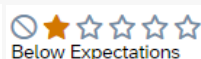
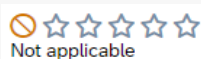
2. Job Skills (L2/L3)

2. Job Skills (30.0%)

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

Less

Expand All Collapse All		Employee's evaluation by Alfred Lemke
Job Skills		
Management Behaviours		
Ability to communicate transparently and sincerely		
Ability to synthesise		



9

3. Leadership Essentials (L1/L2/L3)

The aim of this section is to enable you to assess the skills expected of your Employee.



- 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 bow at the bottom of the section.

2. Leadership Essentials (60.0%)

Expand All Collapse All

Job Skills

- > Caring
- > Coach 
- > Inclusive 
- > Responsible 
- > Daring
- > Agile 
- > Enterprising 
- > Innovative 

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

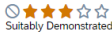
1.0 Not Sufficiently Demonstrated:
The behaviour has not been sufficiently demonstrated in practice

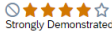
2.0 Needs Further Development:
The behaviour has been demonstrated but needs to be applied in practice

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

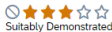
4.0 Strongly Demonstrated:
The behaviour has become part of the

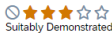
Rating by Myles Lyle 

 Suitably Demonstrated

 Strongly Demonstrated

 Needs Further Development

 Suitably Demonstrated

 Suitably Demonstrated

 Suitably Demonstrated

Manager's Comments



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 a Supervisor, you **can add** or **delete** objectives for the **current year**.

- assess your Employee 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 of the current year (50.0%)

+ Add

Evaluate the achievements of the current year's goals.

Expand All Collapse All

Goal	Rating by Myles Lyle	Action
Test Guide utilisateur Test	Meets Expectations	
100.0% of total score		
Goal Details		
Start Date	01/01/2024	Due Date
Employee's comment	Employee's comment	Weight
Manager's comment	Commentaire du Responsable	31/12/2024
		100.0%

4. Performance Goals for the upcoming year

 When creating new goals, you can use **the goal creation aid** to follow **the SMART model**.

S

Specific

Goals should be clear and indicate what you expect. **Be specific** and define what you are going to do. **Use action verbs**, such as direct, organize, coordinate, lead, develop, plan, etc.

M

Mesurable

If you can't quantify it, you can't manage it. **Choose goals with measurable progress** and **set concrete criteria** by which you can measure success.

A

Achievable

The goals must be within your reach. If the goals you set are far beyond your ability, you cannot commit to them. The goals must be a big enough effort for you to believe that you can achieve them and that it requires a real commitment on your part.

R

Realistic

Goals should be relevant. Make sure that each goal is consistent with your other goals and aligns with the goals of the company, your Supervisor or your department.

T

Time-bound

Set a timeframe for the goal. Choosing a deadline for your goal clearly defines the target to be reached. Without a time limit, there is no incentive to get started.

In this section, you will see the proposed goals entered by your Employee. You can add goals and/or complete your Employee's entry.

- 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.

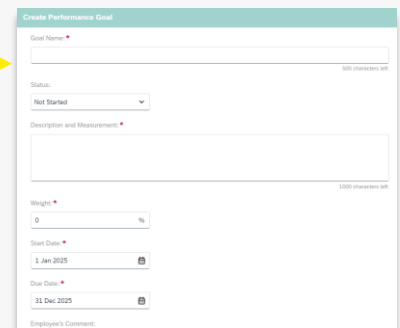
Choose how you would like to create a goal:

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

Edit the mandatory fields:

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

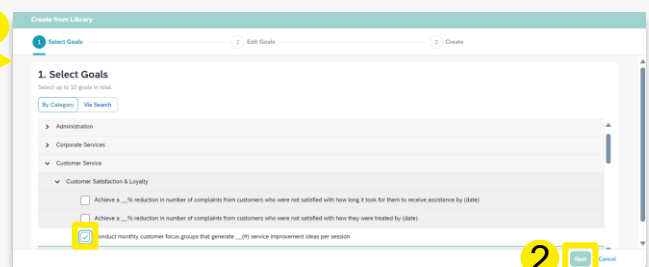
You can also add a comment linked to the goal.



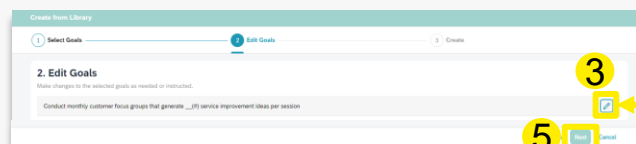
The form contains the following fields: Goal Name (text input), Status (dropdown menu with 'Not Started' selected), Description and Measurement (text area), Weight (text input with a percentage sign), Start Date (calendar icon), Due Date (calendar icon), and Employee's Comment (text area).

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

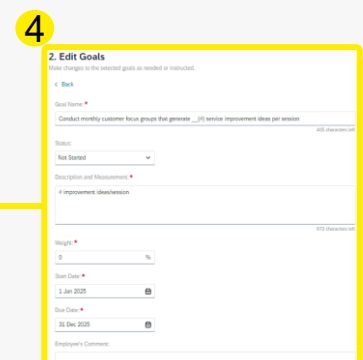
- **Select a goal template** in the library
- Click on **Next**
- Click on the **pen icon** 
- **Edit the goal**
- Click on **Next**
- **Save the goal**



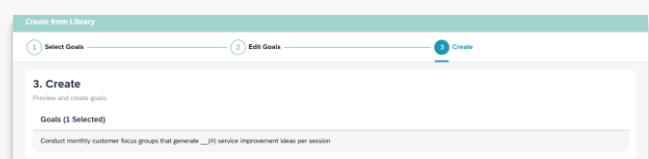
Step 1: Select Goals. The interface shows a list of goal templates under categories like Administration, Corporate Services, and Customer Service. A specific goal template is selected and highlighted.



Step 2: Edit Goals. The interface shows the selected goal template with fields for editing. A pen icon is visible in the bottom right corner.



Detailed view of the 'Edit Goals' form, showing fields for Goal Name, Status, Description and Measurement, Weight, Start Date, Due Date, and Employee's Comment.



Step 3: Create. The interface shows a preview of the created goal and a 'Create' button.

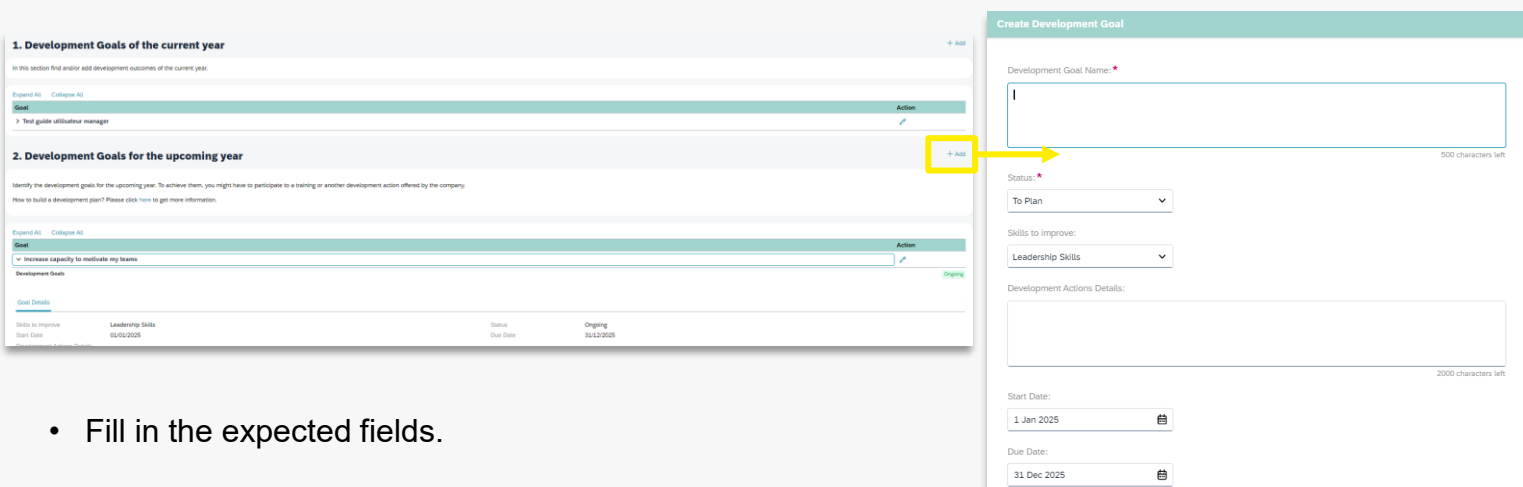
[Previous](#) [Save](#) [Cancel](#)

PART B – DEVELOPMENT REVIEW

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

These sections are built with your Employee. Ahead of the Performance Review, you can begin to identify **areas for development** linked to the last review and **outline new needs** for the coming 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.



The screenshot shows the 'Development Goals' section with two tabs: '1. Development Goals of the current year' and '2. Development Goals for the upcoming year'. A '+ Add' button is visible next to the upcoming year tab. A modal titled 'Create Development Goal' is open, showing fields for 'Development Goal Name', 'Status' (set to 'To Plan'), 'Skills to improve' (set to 'Leadership Skills'), 'Development Actions Details', 'Start Date' (1 Jan 2025), and '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. As a Supervisor, you can view the content. Click on the different links to view your Employee's input and write a comment.

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](#)

Manager's comments (ensure that the employee fills out the Mobility Preferences and Personal Considerations in the links above)

B *i* U |       Size 

I've taken into consideration that Suzanne is open to a geographic mobility within France.

5. Work-life Balance Discussion

This section allows the Employee **only** to **comment their current situation regarding the conditions for carrying out their mission**. You can view your Employee's entry during the Interview (Step 2).

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.

Finish preparation

Once the preparation of the form is completed, you can send it to the next step : **Performance Review and Manager Acknowledgement**.

Click on **Send to the next step**.

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.

Less

Cancel

Save and Close

Send to the next step

At any time, you can **Save and Close** your preparation, allowing you to return to the form preparation.

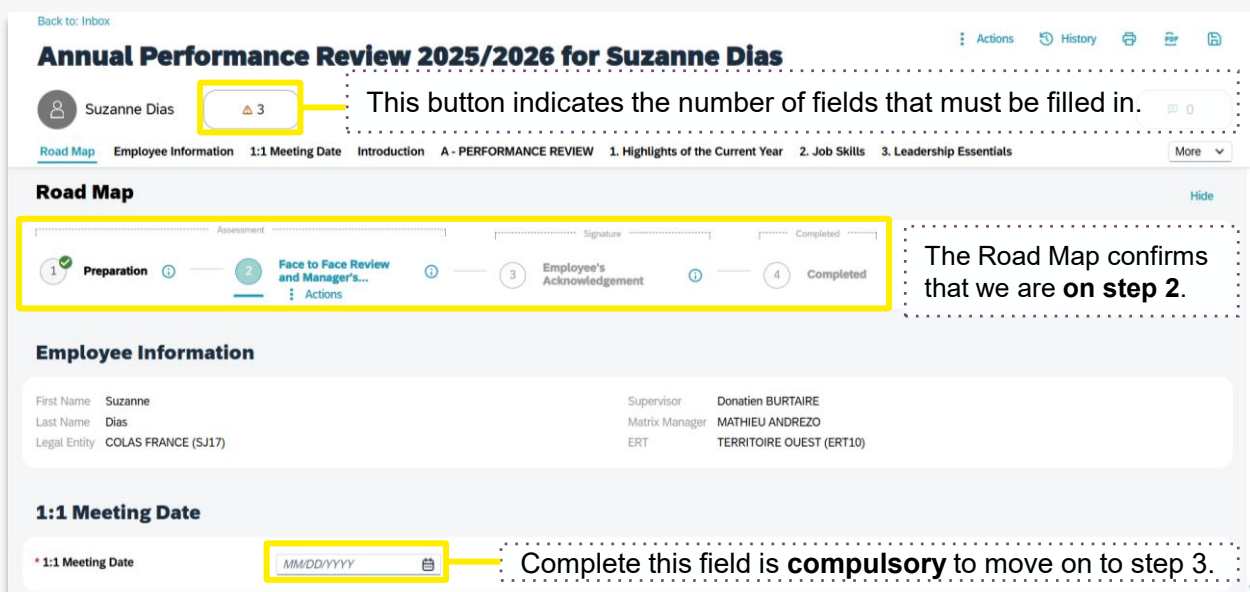


The **Supervisor will move the form to the second step** once all parties are **done** with their preparation. The move to next step by the Supervisor should not be performed too early. The Employee should be given the maximum amount of time to carry out his preparation.

Recommendation : Send to the next step **the day before or D-day of the Performance Review**.

B Performance Review

Find the Performance Review form of an Employee in the My Forms tab of the Home drop-down menu, or directly on your Home page.



Back to: Inbox

Annual Performance Review 2025/2026 for Suzanne Dias

Suzanne Dias 3 This button indicates the number of fields that must be filled in.

Actions History

Road Map Employee Information 1:1 Meeting Date Introduction A - PERFORMANCE REVIEW 1. Highlights of the Current Year 2. Job Skills 3. Leadership Essentials More

Road Map

Hide

1 Preparation 2 Face to Face Review and Manager's... 3 Employee's Acknowledgement 4 Completed

The Road Map confirms that we are **on step 2**.

Employee Information

First Name Suzanne
Last Name Dias
Legal Entity COLAS FRANCE (SJ17)

Supervisor Donatien BURTAIRE
Matrix Manager MATHIEU ANDREZO
ERT TERRITOIRE OUEST (ERT10)

1:1 Meeting Date

* 1:1 Meeting Date Complete this field is **compulsory** to move on to step 3.

The preparations (yours, the Employee's, the Matrix Manager's) are visible side by side. Thus, you can discuss with your Employee but **only you, the Supervisor, can modify the elements he has filled in**. The Employee's preparation remains frozen.

Job Skills	Employee's evaluation by Suzanne Dias	Rating by Donatien BURTAIRE *	Action
> Adaptability	★★★★☆ Meets Expectations	★★★★★ Exceeds Expectations	
> Anticipation	★★★★★ Exceeds Expectations	★★★★★ Outstanding	
> Business development	★★★★★ Outstanding	★★★★★ Meets Expectations	
> Contribution in professional networks	★★★★★ Exceeds Expectations	★★★★★ Outstanding	
> Financial management	★★★★★ Outstanding	★★★★★ Meets Expectations	

Manager's Comments

Manager's Comments

Employee's Comments
Employee's Comments

Matrix Manager's Comments
Organized and led the safety webinar for the digital marketing team.

At this step you can **read your Employee's self-assessment**.
Go over all of the form's section with your Employee.

You can **adjust and/or edit comments and ratings** in the dedicated text boxes.

You can also **add, edit or delete a goal** at this step.

Overall Performance Summary

You must give an overall grade to the Employee for the given period of time, using the indicative calculated grade given by the tool.

- Read the **grade calculated** according to the weightings.
- Give an **overall evaluation** of the Employee's performance.

6. Overall Performance Summary

In this section, you will find a calculated indicative evaluation.

Overall evaluation of this Manager: 10
☐ ☒ ☐ ☐ ☐ ☐ Exceeds Expectations

Calculated Evaluation: 3.725/5

Name	Evaluation	Weight
2. Job Skills	3.43	30.0% of total score
Management Behaviours	3.0 - Meets Expectations	
Ability to communicate transparently and sincerely	4.0 - Exceeds Expectations	
Ability to synthesise	3.0 - Meets Expectations	
Adaptability	3.0 - Meets Expectations	
Analytical mind	3.0 - Meets Expectations	
Construction site management	3.0 - Meets Expectations	
Signalling equipment	5.0 - Outstanding	
3. Leadership Essentials	3.45	20.0% of total score

Work-life Balance Discussion

- The information will be visible for the Supervisor during the face-to-face interview (step 2).
- Read the information **provided by the Employee**.
- Define an action plan that promotes the Employee's quality of life and working conditions.

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 Organization Within the Company
 Workload Over the Year
 Work life Balance
 Employee's Comments
 Action plan

Satisfactory
 Manageable Workload
 Very Good

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



The calculated indicative grade is only a thinking tool for the Supervisor.

The rating that will be taken into account is the one indicated by the Supervisor (scale from 1 to 5).
 It is not possible to choose the **Not applicable** option for the Synthesis of the appraisal.

C Manager's Acknowledgment

Once the mandatory fields are completed, you can sign the form and send it to the **Summary and Employee Signature** step.

Manager's Acknowledgement

Click here to sign the document.

☒ I certify that this document describes correctly our interview, I check the box and I click on sign to send it to my Employee.

Summary of the Performance Review

Very thorough implication on your projects

Write a comment in the text box.

Click on **Sign** to move on to Step 3.

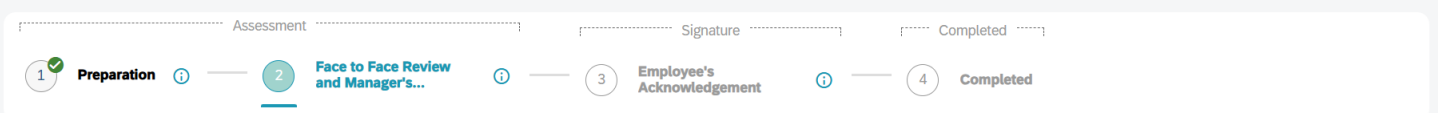
Cancel Save and Close Send to the previous step Sign

Click on **Send to the previous step** to move the form back to the Preparation step.

Once signed, the form will be sent to your Employee for signature.
You can add an additional message.

- Write a **comment** that will be **included in the email** sent to the Employee.
- Click on **Sign** to move on to Step 3.

Road Map



Sign

You are about to send this form to the next person(s) specified in the workflow

Forward Form to Suzanne Dias

Email Notification Comments

Have a final check at your evaluation and sign it if it's all ok.

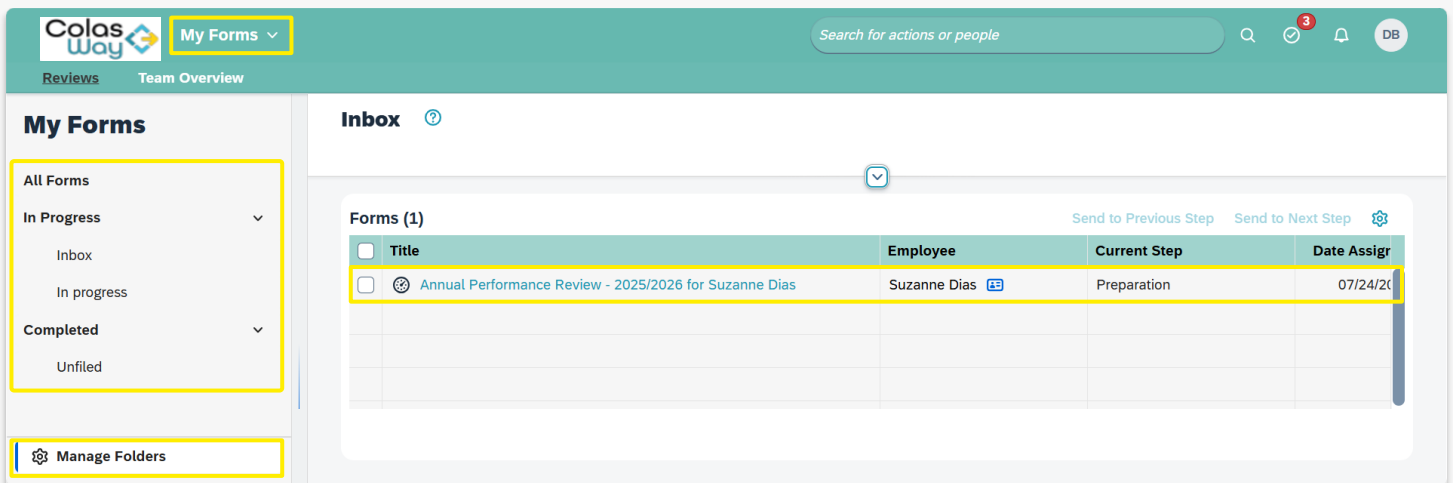
Sign Cancel & Return to Form

D 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.



The screenshot displays the 'My Forms' interface. On the left, a sidebar contains a 'My Forms' section with a yellow box highlighting the 'In Progress' category, which includes 'Inbox', 'In progress', and 'Completed' (with 'Unfiled' listed below it). At the bottom of the sidebar is a 'Manage Folders' button. The main content area shows the 'Inbox' with a table of forms. The table has columns for 'Title', 'Employee', 'Current Step', and 'Date Assign'. The first form listed is 'Annual Performance Review - 2025/2026 for Suzanne Dias' by 'Suzanne Dias' in the 'Preparation' step, with a due date of '07/24/26'. Above the table, there are links for 'Send to Previous Step', 'Send to Next Step', and a settings icon.

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