



APPRAISAL AND DEVELOPMENT HOW TO GUIDE

This guide is designed to help you prepare for your appraisal to discuss the competency framework and your professional development. A competency framework outlines the skills, behaviours, and expectations required for success in your role. This discussion is an opportunity to align your skills and aspirations with your organization’s goals and values.

Career paths at the GI-TOC follow two categories:

1. Research/Policy
2. Programme Management

Research / Policy		Programme Management
Associate Analyst; Field Coordinator		Associate Officer
Senior Analyst; Senior/Regional Field Coordinator		Producer; Manager Senior Manager
Head Director Leadership	Senior Expert	Head Director

Once you have aligned your job title to the career path categories, refer to the 10 performance parameters for the discussion and criteria. If you are unclear about your career path category, please refer to Bamboo under the job tab in your profile.

1. Guidelines on how to complete the appraisal form and the process for 2024

- There is a new Word document titled Performance Appraisal Form 2024 that will be used for this process.
- Use your 2023 form as the baseline for your appraisal form. The form has been moved over to a Word document so you will have to transfer the information. There is a table on the first page that you must complete along with the goals box.

- Previous appraisal forms can be found in your document tab in Bamboo and the folder is labelled Performance Review 2023.
- Employees that started in 2024 only need to complete the current year's section of the form. If you are in your probation period, the performance parameter assessment will be done as part of the probation meeting. Reach out to HR if you have any questions regarding this process.
- Now complete the 2024 self-assessment table along with the employee notes box.
- Your final 2024 assessment will be done by your supervisor at your meeting. Goals will also be set for 2025 in the relevant section. Finally, your supervisor will also provide notes of the discussion.

2. *Scheduling appraisal meetings*

- Your supervisor will schedule an appraisal discussion with you before the end of December 2024 and this will be done via Zoom or face-to-face if you are in the same office/location.
- Submit the appraisal form to your supervisor 1 week before your assessment discussion so they can review the details.
- All appraisals must be completed by the end of December and forms submitted to HR by the end of December 2024.

3. *How to Prepare for your Assessment Discussion*

- **Review the Competency Framework**

Familiarize yourself with the relevant Competency Framework for your role. Understand the key competencies and the behaviours associated with each one.

- **Self-Assessment**

Reflect on your strengths and areas for development within the Competency Framework. Be honest with yourself and consider how you can contribute to your team and Organization.

- **Gather Examples**

Think about specific examples from your work that demonstrate your competencies. This will help you discuss your performance effectively.

- **Identify Goals**

Consider your career aspirations and how they align with the Competency Framework. Think about the competencies you want to improve or develop further.

4. Understand the Purpose of the Discussion

Remember that the discussion is an opportunity to discuss your performance, identify areas for growth, and set professional development goals.

5. Ask Questions

Don't hesitate to ask questions during the discussion. If you need clarification about any part of the Competency Framework or the discussion, your supervisor is there to help.

6. Be Open to Feedback

Be receptive to both positive feedback and constructive criticism. It's essential to understand where you excel and where you can improve.

7. Collaborate on Development Goals

Work with your supervisor to set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals related to competency development. These goals should align with your career aspirations and the organization's needs.

8. Seek Support & Resources

Discuss with your supervisor the resources and support available to help you achieve your competency development goals. This could include training, mentorship, or access to learning materials.

9. Create a Plan

Collaboratively create a development plan with your supervisor. This plan should outline the steps, milestones, and deadlines for achieving your competency goals.

10. Timeline and Check-Ins

Establish a timeline for reviewing your progress and scheduling follow-up discussions with your supervisor to track your development and discuss any adjustments to the plan.

11. Take Ownership

Remember that your professional development is a shared responsibility between you and your supervisor. Take ownership of your growth and actively participate in achieving your competency goals.

12. Keep Records

Document the outcomes of the discussion, including your development plan and goals. This will help you stay on track and provide a record for future evaluations and discussions.

13. Express your Commitment

Conclude the discussion by expressing your commitment to your development and to contributing positively to the team and organization.

14. Follow Up

After the discussion, actively work on your development goals and regularly check in with your supervisor to update them on your progress. Be proactive about seeking feedback and adjusting as needed.

Remember that this discussion is an opportunity to foster your professional growth and contribute to the success of your team and the organization. By actively engaging in the process, you demonstrate your dedication to your role and your commitment to continuous improvement.

PERFORMANCE PARAMETERS

At the GI-TOC, performance and advancement are measured according to 10 performance parameters.

Performance Parameter	Description / Criteria
1. Expertise	<ul style="list-style-type: none">• Level of recognition as an expert in the field• Networks, reputation and ability to build and leverage them on behalf of the organization• Ability to apply experience drawn from a diversity of settings
2. Accountability	<ul style="list-style-type: none">• Ownership over the research, analysis and policy process (applies to Research).• Ability to strategically identify and pursue opportunities for impact.• Strategically identify and efficiently deploy resources in support of the goal.• Ability to provide an independent and objective view of operations to ensure control (applies to Programme Management).
3. Scope	<ul style="list-style-type: none">• Size of funding managed and raised.• Size of team.• Level of challenge of project(s) or process(es).• Level of counterparts/stakeholders.
4. Political Acuity	<ul style="list-style-type: none">• Strategic capacity and judgement of the environment and stakeholders.• Ability to identify and capitalise on opportunities.• Capacity to represent the organization strategically and effectively in public and non-public forums.
5. Communication & Interpersonal Skills	<ul style="list-style-type: none">• Ability to identify and effectively use appropriate channels to communicate key messages with conviction, and to influence relevant stakeholders.• Ability to build strong relationships and teams, and tailor communication to the audience.• Build effective partnerships.

Performance Parameter	Description / Criteria
6. Innovation & Development	<ul style="list-style-type: none"> • Pioneer new methods, stay current with developments in the field, and apply relevant innovations. • Share knowledge, and build capacity and capability across the organization.
7. Leadership	<ul style="list-style-type: none"> • Ability to work independently, demonstrate self-responsibility, take initiative, and show accountability. • Manage teams and subordinates effectively, promoting growth and personal development. • Effective, transparent, and accountable management of financial resources. • Contribute to organisational growth and sustainability. • Positively contribute to, reinforce, and spread the GI-TOC culture.
8. Technical Skills (relevant to role)	<ul style="list-style-type: none"> • Research: e.g., apply ethical research design, draft appropriate to audience, learn and apply research methods (quant, OSINT, etc). • Proficiency with policy relevant dissemination techniques (applies to Research, Editorial, Communications, Programme Managers & Assistants). • Technical skills relevant to the role (e.g. accounting, recruiting).
9. Operational Skills	<ul style="list-style-type: none"> • Ability to design and comply with policies, oversight, and governance requirements. • Transparency.
10. Qualifications (relevant to role)	<ul style="list-style-type: none"> • PhD. • Master's Degree. • Technical qualifications in certain programmes and software. • Financial, HR or Programme management qualifications or certificates.