



APPRAISAL AND DEVELOPMENT HOW TO GUIDE

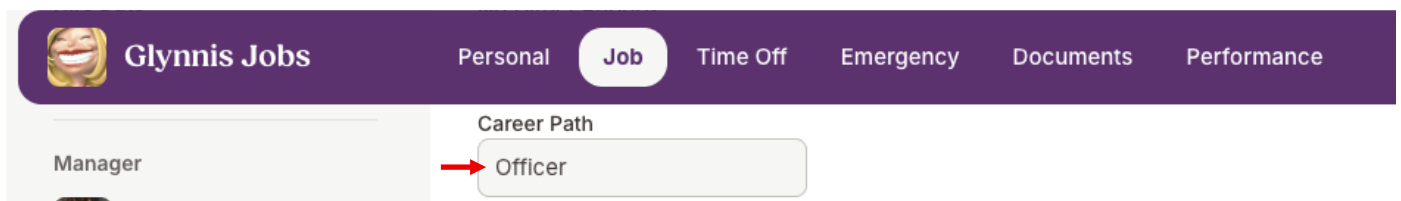
This guide is designed to help you prepare for your appraisal to discuss the competency framework and your professional development. A competency framework outlines the skills, behaviours, and expectations required for success in your role. This discussion is an opportunity to align your skills and aspirations 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		Associate	
Analyst; Field Coordinator		Officer	
Senior Analyst; Senior/Regional Field Co Coordinator		Producer; Manager	
		Senior Manager	
Head	Senior Expert	Head	
Director		Director	
Leadership			

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.



Before you get started

- As of 2025, Performance Reviews will be done via Bamboo HR.
- Download a copy of your 2024 Appraisal form as the baseline for this review cycle. A copy can be found on your Bamboo Profile in the Documents section.

Glynnis Jobs
Human Resources Officer

Personal Job Time Off Emergency **Documents** Performance

Documents

Upload

Search documents...

Employee Uploads
2 Items

PR 2024
1 Item

Signed Documents
1 Item

Vitals

00123456789
00123456789
careers@globalinitiative.net
12:27 PM local time
Austria
Human Resources Officer
Human Resources Team
GI-TOC Austria

Hire Date
Nov 16, 2024
10m - 21d

- Employees in their probation period do not need to take part in this review cycle. A Baseline Assessment will be done as part of the probation review meeting.
- The review cycle will run for a period of 30 days as from 1 November.

Guidelines on how to complete the appraisal form and the process for 2025

1. Self-Assessment

You will receive an email notification via Bamboo requesting you to complete the assessment. To access this, you can either click on the link contained in the e-mail or navigate to the Performance Tab > Assessments.

Glynnis Jobs
Human Resources Officer

Personal Job Time Off Emergency Documents **Performance**

Performance

1:1s Goals **Assessments**

Assessments Nov 6, 2024 - Nov 5, 2025 | PR2025 Test

Self Assessment

Performance Parameter : Expertise*

Midway

This is a test

Manager Assessment

Manager Assessment will show here once completed.

Vitals

00123456789
00123456789
careers@globalinitiative.net
11:03 AM local time
Austria
Human Resources Officer
Human Resources Team
GI-TOC Austria

Hire Date
Nov 16, 2024
10m - 20d

Manager
Theresa Hume
Human Resources ...

The purpose of this assessment is to review your professional development for 2025 measured against the ten performance parameters.

We recommend that you set aside time to focus and complete the assessment. You also have the option to save your progress and come back to it.

For each parameter you can add notes and upload any supporting documentation in support of your assessment.

You are also required to upload a word/pdf document with your additional feedback. This was a comments box at the bottom of last year's review. Bamboo does not have this included but does allow you to upload a document.

Performance Parameter : Qualifications (relevant to role)*

Midway

×

▼

This is a test

[Attach file\(s\)](#)

Submit

Save & Finish Later

When you are ready to submit, select **Submit Assessment**

Just Checking...

×



Are you ready to submit this completed assessment?

Your assessment will be shared with your manager and you will not be able to make any changes.

Cancel

Submit Assessment

Note that once you have submitted your assessment, it is locked. If you wish to make an amendment of any kind, please reach out to HR.

As part of your assessment please add your goals for the upcoming year.



Glynnis Jobs
Human Resources Officer

Personal

Job

Time Off

Emergency

Documents

Performance

Vitals

00123456789

00123456789

careers@globalinitiative.net

9:55 AM local time

Austria

Human Resources Officer

Human Resources Team

GI-TOC Austria

Hire Date

Nov 16, 2024

10m - 22d

Manager

 Theresa Hume
Human Resources ...

Performance

1:1s

Goals

Assessments

New Goal

Cognomie Coaching

0% complete

Due: Nov 30, 2026

Excel Proficiency

0% complete

Due: Nov 30, 2026

Excel Proficiency

Created: Oct 8, 2025 - Due: Nov 30, 2026

0% complete

Milestones

☐ Beginner Refresher Course

☐ Intermediate Course

☐ Advanced Course

Comments

+

Add Comment

Use the **SMART** framework for writing clear and achievable objectives :

- Specific - Goal must be clear, well-defined and unambiguous
- Measurable - Set criteria to track progress
- Achievable - Goals must be realistic and attainable
- Relevant - Goals must align with your broader objectives
- Time-Bound - Set a clear timeline for completion

2. Supervisor Assessment

Your supervisor will receive a notification requesting them to complete their assessment of you, following the same format.

3. Results of Assessment

The results of your assessment will only be visible when both parties have completed and submitted.

PersonalJobTime OffEmergencyDocumentsPerformance

🕒 Performance

🕒 1:1s

🎯 Goals

📋 Assessments

Assessments

Nov 6, 2024 - Nov 5, 2025 | PR2025 Test

👤 Self Assessment

Completed: Oct 6, 2025 at 11:04 AM by Glynnis Jobs

Performance Parameter : Expertise

Midway

This is a test

Performance Parameter : Accountability

Midway

This is a test

Performance Parameter : Scope

Midway

This is a test

Performance Parameter : Political Acuity

Midway

This is a test

Performance Parameter : Communication & Interpersonal Skills

Midway

This is a test

👤 Manager Assessment

Completed: Oct 6, 2025 at 11:08 AM by Theresa Hume

Performance Parameter : Expertise

Between Midway & Exceeding

This is a test

Performance Parameter : Accountability

Between Midway and Exceeding

This is a test

Performance Parameter : Scope

Between Midway and Exceeding

This is a test

Performance Parameter : Political Acuity

Between Midway and Exceeding

This is a test

Performance Parameter : Communication & Interpersonal Skills

Between Midway and Exceeding

This is a test

4

4. Scheduling appraisal meetings

- Your supervisor will schedule an appraisal discussion with you before the end of November. This will be done via Teams or face-to-face if you are in the same office/location.
- Complete the appraisal via Bamboo at least 1 week before your assessment discussion so your supervisor can review the details ahead of the meeting.
- All appraisals must be completed by the end of November and concluded on Bamboo.

5. How to Prepare for your Assessment Discussion

Review the Competency Framework

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

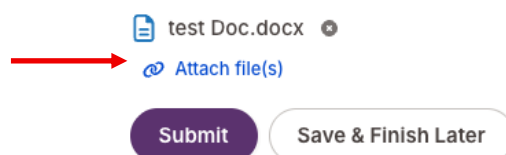
Self-Assessment

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.

Any **additional comments and/or feedback** can be uploaded by selecting the attach file(s) button. A template is available in the PR2025 folder under documents.



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 and add them as goals.

6. 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.

7. 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.

8. 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.

9. 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.

10. 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.

11. 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.

12. 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.

13. 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.

14. 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.

15. Express your Commitment

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

16. 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	- 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	- 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	- 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	- 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	- 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.
6. Innovation & Development	- 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	- 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)	- 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).

Performance Parameter	Description / Criteria
9. Operational Skills	• Ability to design and comply with policies, oversight, and governance requirements. • Transparency.
10. Qualifications (relevant to role)	• PhD. • Master's Degree. • Technical qualifications in certain programmes and software. • Financial, HR or Programme management qualifications or certificates.