

Employee-Led Performance Review Discussion

Facilitating a successful discussion using the R.A.F.A. Framework

Why Use the R.A.F.A. Framework?

The R.A.F.A. framework ensures a structured, meaningful discussion that creates reflection, alignment, forward-looking development, and actionable outcomes.

R.A.F.A. Stages:

1. **Reflections:** Opening with employee thoughts, observations, and reflections.
 2. **Alignment:** Aligning on ratings using the performance framework.
 3. **Forward Looking:** Focusing on development and areas for growth.
 4. **Actions:** Agreeing on actions, objectives, and next steps.
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Preparation Tips

1. **Review Documentation:**
 - Objectives and progress made.
 - Employee self-review.
 - Previous reviews and development goals.
2. **Set Clear Expectations:**
 - Example message:
“In our upcoming review, I’d like you to reflect on your key achievements, challenges, and areas for growth. This will guide our conversation and help us focus on your development.”
3. **Provide Structure:**
 - Example structure, describing the flow: *Reflections → Alignment → Forward Looking → Actions.*

Success Factors

- **Maintain Focus:** Keep the conversation structured to cover all R.A.F.A. stages.
- **Encourage Reflection:** Use probing questions to deepen insights.
- **Create Ownership:** Emphasise the employee’s role in driving their development.

R.A.F.A. Template

Reflections

Understand the employee's perspective on their achievements and challenges. "Let's start with your reflections on this year's performance."; "What achievements are you most proud of?"; "What challenges did you face, and how did you address them?"

Alignment

Discuss and align on performance ratings using clear criteria. "Let's review your objectives and align them with the rating framework."; "Here's how your contributions align with [specific rating level]."; "Does this rating make sense based on your achievements and feedback?"

Forward Looking

Identify areas for growth and discuss development opportunities. "Looking ahead, what skills or behaviours would you like to develop further?"; "How can we build on your strengths to help you grow?"; "What opportunities could help you achieve your goals?"

Actions

Conclude with a focus on objectives and next steps. “Based on our conversation, let’s outline your key goals for next year.”; “What support do you need to achieve these objectives?”; “Let’s schedule our follow-up objective discussion [January 2025].”

Example Closing Statement:

"Thank you for leading this discussion today. I appreciate your insights and reflections. Let's finalise your objectives and development plan based on what we've discussed when we meet in January, and we'll schedule a follow-up after that to review progress."