

Evaluating Performance and Feedback

Question: Which of these staff members shows the potential you'd expect in a future senior role? This could be a Head of Unit or Senior policy coordinator role.

Read the two short staff profiles and gather your choice and reasons for it.

1) Person A: Policy Analyst

Results
<ul style="list-style-type: none">• Delivers 90% of tasks on time• Average rating 4.3/5 from peer reviews• Introduced two small process tweaks that saved 3 hours a week for the team
Work style notes
<ul style="list-style-type: none">• Likes to understand the “why” behind tasks and sometimes asks how work connects to the bigger picture• Rarely stays late, even when others do during peak periods• Frequently asks for feedback and development talks• Often questions existing systems and pushes for new digital tools• Checks in regularly to confirm priorities

2) Person B: Operations Coordinator

Results
<ul style="list-style-type: none">• Delivers 90% of tasks on time• Average rating 4.3/5 from peer reviews• Streamlined a filing system, cutting retrieval time by 15%
Work style notes
<ul style="list-style-type: none">• Makes small mistakes in routine steps when processes are complex• Arrives late to important meetings at least twice a month• Relies heavily on reminders and checklists to get work done• Often interrupts with clarifying questions during discussions• Struggles when asked to follow strict steps, but shines when given flexible space to design new workflows

Discussion:

- What do you notice about the choices you made?
- Which of the biases we covered could have played a role in your decision?