

Rating Performance: The ORCE Model

Through good observation, questioning and listening you should be able to reach an accurate judgement about a colleague's performance. Your **judgement should be based on evidence and not on your personal feelings**. You should be able to support your judgement with specific examples and even if the other person does not like your judgement, they should agree that it is fair.

A good way to make sure that the assessments you make about someone's performance are fair and balanced is to use the ORCE Model. ORCE stands for:

▶ Observe the person's performance at work

- Gather specific examples either directly or from other sources (as long as it can be substantiated).
- Be as specific as possible and aim to gather a mix of qualitative and quantitative information.
- At this stage, the key is to simply gather a range of information about someone's performance – try not to judge it or rationalise it in any way.

▶ Record the evidence

- Keep a note of key performance evidence – both positive and developmental. Make sure you mention it at the earliest opportunity: in your regular one-to-one or sooner if the opportunity arises. Remember that managing performance should be a daily occurrence.
- Keep a record of specific situations so that they can be discussed again during a formal one-to-one and / or formal Performance Review meetings.
- It is not necessary to formally record everything you see you may want to keep a notebook handy to record a range of performance examples over the whole period.

▶ Classify the evidence

- Decide which objectives or behaviours the evidence relates to.
- Don't force a piece of evidence to fit an objective or behaviour.
- Remember that no evidence is not the same as evidence of low performance.

▶ Evaluate the evidence

- The final stage of the assessment process is to make a judgement about what the recorded evidence tells you about someone's performance. In formal reviews, this means assigning a rating that is the best fit for all of the evidence gathered under each heading.
- When making a decision about the level of performance, be mindful of falling into common pitfalls.