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| **Employee Name** |  | **Employee Job Title** |  | **Employee Number** |  |
| **Line Manager Name** |  | **Line Manager Job Title** |  | **Department/Site** |  |

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| It is important for employees to have regular discussions with their line manager. The questions set out below are designed to help to structure this discussion.  **Section 1** – **Performance Feedback**  Open the discussion by reflecting on the performance of the employee since the last 121. The line manager should give specific feedback on this performance during this discussion and provide recognition for achievements.   |  |  | | --- | --- | | **Questions to help discussions** | **Comments and actions agreed** | | How do you feel you have performed over the last (3/6/12) months? |  | | Where do you feel you have performed well? What have been your successes at work? |  | | What didn’t go so well and what would you have done differently? |  | | Did you have help and support when needed from your colleagues to achieve your tasks/objectives? |  |   **Section 2 A – Setting Objectives.**  To be successful in achieving our business objectives, the line manager and employee should discuss and agree the employee’s key work activities for the next 6-12 months – referring to the job description, local site/plant KPIs and targets. | | | |
| **Key Work Activity/Objectives** | **Results – how to measure** | **Timescale** | **Possible factors which could affect the achievement of tasks/objectives – plans to overcome these** |
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**Section 2 B** – **Adherence to CEMEX Values**

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| **CEMEX Value** | **Behaviours expected for value adherence** | **Comments** |
| **Ensure Safety** | * + Ensures that nothing comes before the health and safety of our people, our contractors, and the community.   + Understands that health & safety is his/her responsibility.   + Follows health & safety policies and encourages others to follow them.   + Is accountable & promotes a supportive environment for safe acts and behaviours. |  |
| **Focus on Customers** | * + Builds close & valuable relationships with customers which set us apart from competitors.   + Acts with customers in mind, listens to understand their challenges to provide valuable and effective solutions.   + Ensures doing business with us is easy & enjoyable. |  |
| **Acting with Integrity** | * Does the right thing in compliance with our values and Code of Ethics. * Inspires and promotes integrity in the workplace, lives up to commitments, always caring for our people, communities, and natural resources. * Reports misconduct in good faith. |  |
| **Work as One CEMEX** | * + Leverages knowledge & promotes collaboration.   + Share best practices across functions, roles, and geographies to improve the way we work at Cemex.   + Always act in the company’s best interest. |  |
| **Fostering Innovation** | * Stays curious, searching for new ways to disrupt and improve the future of our industry. * Researches and adopts new trends, technologies, and business models. * Pursues an entrepreneurial mindset by testing new solutions. * Embraces risk, learns from failure, and iterates fast. |  |
| **Embracing Diversity** | * Respects and values the differences among individuals. * Creates and promotes an inclusive and safe environment where everyone feels supported, respected, and valued. * Embraces diverse perspectives and experiences. * Keeps an equity mindset to create equal treatment and opportunities. |  |

**Section 2C –** Is the employee a supervisor? If YES, please also complete Appendix 1 – HSMS Key responsibilities. If NO, continue to section 3.

**Section 3 – Addressing issues; concerns; problems & development.**

For the employee to achieve their work activities what issues, concerns or problems could arise? What help and support is needed?

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| **Questions to help discussions** | **Comments and actions agreed** |
| What issues, concerns or problems do you anticipate, which could impact on the achievement of your objectives? |  |
| What things affect your engagement at work? |  |
| How can we work better together? How can I help and support you in your job? |  |
| How can training or on the job experiences help you? |  |
| What career ambitions do you have and what development needs might this create? |  |
| Any Additional Employee Comments? |  |
| Any Additional Manager Comments? |  |

**Pressure-Performance Curve**

**Our wellbeing and how well we perform at work is dependent upon how much pressure we perceive ourselves to be under or place on ourselves.**

**The green ‘Feel Good’ zone.**

Our pressure thresholds vary from person to person. When we feel we are under an

optimum amount of pressure we feel motivated, feel good and perform at our very best.

**The orange ‘Switched Off' zone.**

When we are not under enough pressure, we tend get bored and become demotivated and disengage. Over time, this can affect our confidence and self-esteem and make us feel worthless and not valued. This is when we ‘rust out’ which is surprisingly equally detrimental to our mental health and wellbeing as burnout.

**The red ‘Stressed Out’ zone.**

When we feel we are under excessive pressure we start to feel stressed and over time this can lead to exhaustion and ‘burnout’.

Being in the green zone as often as possible is best but evidence tells us it is fine to dip in and out of the red and orange zones too.

**Where are you on the curve?**



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| **Questions to help discussions** | **Comments & Actions agreed** |
| Where do you feel that you are today on the Pressure Performance Curve and why? |  |
| What can we both do to support you to get back into the green zone? |  |

Employee should ensure agreed actions are completed, with their line manager’s support.

Where employee has asked for opportunities to progress, a follow-up meeting should be arranged.

Date of next discussion to take place on (date): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Employee’s Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_ Line Manager’s Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date: \_\_\_\_\_\_\_\_\_\_\_\_

**Copy of this form to go to the employee & line manager.**

**Update Smartform system to record that the Employee 121 Employee Discussion is completed – simply confirm the Employee’s name and ID number.** 

[https://forms.office.com/Pages/ResponsePage.aspx?id=AZDhbsTQ-EWvi\_8A8W0H4b\_943BrACNJt7vjB\_SQ\_LlUOEhOM1Q5WkcyUklXQzZLM1QxSE1BMjBGNC4u](https://forms.office.com/Pages/ResponsePage.aspx?id=AZDhbsTQ-EWvi_8A8W0H4b_943BrACNJt7vjB_SQ_LlUOEhOM1Q5WkcyUklXQzZLM1QxSE1BMjBGNC4u )

**Appendix 1 - Health Safety Management System (HSMS).**

The following information is intended to clarify the key responsibilities **for employees who supervise others** in relation to fulfilling the requirements of the Health Safety Management System (HSMS). The full scope of their responsibilities is included in the main HSMS document for reference.

During this discussion, line managers should review each of the tasks to ensure that supervisors are carrying these out back in the workplace.

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| **Responsibility** | **Tasks** | **Is this a development need/gap?** | **Follow-up gap has been addressed** |
| 1. **Leadership and Accountability** | * Begin meetings with Health & Safety and allow enough time for discussion. * Recognise positive Health & Safety behaviour & practices. * Lead by example at all times! |  |  |
| 1. **Risk Management** | * Keep risk assessments up to date, involving site teams in agreeing hazards, risks, and control measures. * Make sure employees and contractors follow the control measures. * Encourage a Stop & Think mentality, ensuring a personal pre-task hazard/risk assessment process is routinely followed. |  |  |
| 1. **Regulations and Policies** | * Keep updated about legal and regulatory matters that affect your operation. * Conduct and document a detailed inspection at your location at least annually. |  |  |
| 1. **Driving Safety** | * Ensure compliance with the CEMEX Driving Essentials and other driving policies. * Ensure only qualified individuals drive a vehicle and that they have been properly inducted. * Ensure documented pre-start inspections are carried out for all vehicles. * Implement a traffic management plan at every site that segregates pedestrians from vehicles. |  |  |
| 1. **Contractor Safety Management** | * Only use approved contractors and ensure they receive a thorough site-specific induction. * Ensure all contractors receive a Permit / Work Authorisation, confirming any hazards and required controls. * Ensure contractors’ work is monitored, confirming tasks are completed correctly. |  |  |
| 1. **Occupational Health** | * Ensure control measures for workplace exposures are functioning properly at all times. * Ensure sufficient first aid provisions are available and all work-related illnesses and injuries are reported. * Conduct one on one interviews to ensure employees are fit for duty before returning to work. |  |  |

**Appendix 1 - Health Safety Management System (HSMS)......continued**

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| **Responsibility** | **Tasks** | **Is this a development need/gap?** | **Follow-up gap has been addressed** |
| 1. **People, Training and Behaviours** | * Ensure all employees, contractors and visitors coming to site are inducted. * Ensure all people in your team are specifically trained to carry out their job safely. * Monitor employee and contractor behaviours and provide both positive and corrective feedback. |  |  |
| 1. **Communication and Consultation** | * Communicate health and safety rules and expectations to employees, contractors, and visitors. * Promote the near miss / hazard alert system, monitor and follow-up on all reports. * Share Safety Alerts and other communications about incidents with the people in your operation. * Hold dedicated health and safety meetings on a regular basis eg H&S Committee meetings. |  |  |
| 1. **Document Control** | * Keep health and safety and legal records secured as per specific local requirements. |  |  |
| 1. **Standard Operating Procedures** | * Make sure SOPs are created by people with the skills, knowledge, and proficiency for the task. * Ensure the SOPs in your operations are kept up to date, organised, and easily accessible. |  |  |
| 1. **Operational Control** | * Reduce risks by following the hierarchy of control (ERIC-P) Eliminate, Reduce, Isolate, Control, Protect (PPE). * Ensure specific procedures are in place for high-risk work such as work at height, confined space work, etc. |  |  |
| 1. **Emergency Management** | * Be sure that employees, contractors, and visitors know their role during an emergency. * Carry out periodic tests / drills of the Emergency Management Plan. |  |  |
| 1. **Incident Reporting, Investigation and Prevention** | * Report all health and safety incidents immediately. * Conduct a root cause analysis for all incidents and implement specific actions to help prevent recurrence. |  |  |
| 1. **Audits, Inspections and Continuous Improvement** | * Carry out periodic formal inspections of your operation to identify hazards and appropriate corrective actions. * Hold your employees accountable for required routine inspections of fixed and mobile equipment. |  |  |