

# Effective Performance Review Quick Tips for Managers

## BEFORE THE MEETING

- Plan ahead, give employee plenty of notice and arrange a time that is convenient to you both
- Send employee the Self Review Form
- Arrange a suitable venue
- Decide who you want to provide input/feedback and invite the individual to suggest names
- Consider the employee's performance over the review period
- Check with your Manager that your assessment is balanced and consistent with that of your peers
- Consider the objectives of the meeting and what you wish to happen as a result
- Consider those areas you need to explore in detail and how you will communicate the key messages
- Make sure you have evidence for any adverse feedback
- Consider and plan for any likely reaction

## DURING THE MEETING

- Avoid sitting behind a desk/table, sit where you can see a clock and ensure you're not interrupted
- Ask questions before you make statements
- Listen and be prepared to learn, don't make assumptions
- Be prepared to make suggestions and give clear direction when necessary
- Recognise effort as well as achievement
- Remember nothing discussed with the individual should be a massive surprise
- When giving feedback, be honest and give examples
- Explain the impact of behaviour – good and bad
- Concentrate on the person in front of you even when they want to make comparisons
- Have two meetings rather than continue if the meeting becomes unproductive
- End positively and identify the next steps

## AFTER THE MEETING

- Keep to agreed timeframes
- Complete and issue the final document
- Be prepared to discuss the final document
- Encourage the individual to comment
- Agree dates to review performance, objectives and development plans