

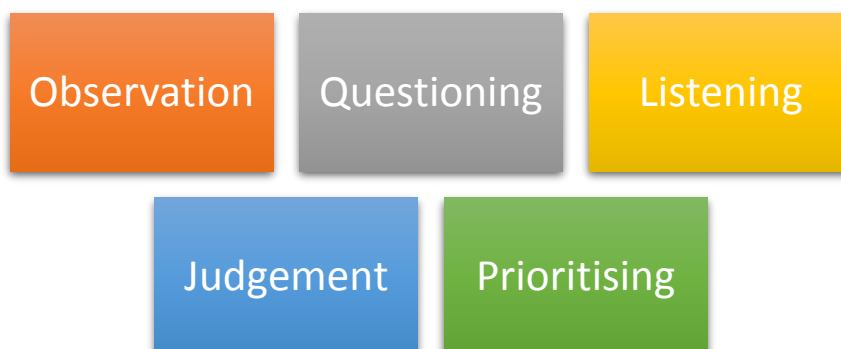


Conduct a **Performance Review**

Characteristics of Effective Performance Reviews



Key Skills for Performance Reviews





Structuring a Performance Review Meeting

Introduction

- Putting the individual at ease
- Building rapport
- Explaining what will happen

Past Performance

- Discussion of performance against previous objectives, standards or competences
- Review of WHOLE period
- Opportunity for the individual to express their views
- Opportunity for manager to give feedback
- Questions to explore specific instances in more detail
- Presentation of evidence by both parties

Future Plans

- Discussion of business/team objectives and goals for the coming year
- Identify the individual's own career aspirations
- Agreement of any gaps in performance that need to be addressed

Next Steps

- Setting development objectives to address gaps and move towards aspirations
- Allocation of specific duties
- Agreeing review dates for follow up
- Completion of paperwork

3 Golden Rules

1. Praise should be given and concerns should be addressed as soon as they occur, as
2. Performance review is just PART of performance management, so
3. There should be NO SURPRISES at a performance review meeting.