

A **Formal Performance** Review  
 Planning **Checklist**

Performance feedback should not be an annual event, but rather an on-going process that culminates with an annual formal review. Consequently, an important first step in preparing for the formal review is to document performance throughout the year and schedule informal meetings to discuss performance.

If you have not gathered performance data to date, it may be helpful to review completed projects, meeting minutes, and other workflow documents that will remind you of the employee’s performance throughout the year.

**[ ] Be prepared –**

* Review the job description and carefully consider how the employee has performed against those guidelines.
* Craft a list of specific examples that illustrate the performance points you want to discuss.
* Gather feedback from partnering departments that your employee helps to serve.
* If you have some performance concerns, draft notes describing the problem, the steps for improvement and the expected timeline for meeting improvement goals.
* Complete an assessment form, providing as many specific examples as possible.
* Identify your expectations for the employee in terms of performance on projects, skill improvement, professional development, etc. Include these expectations as part of the review conversation.
* Ask the employee to complete and submit to you a self-assessment prior to the meeting. Remind your employee to cite examples as well.
* Review your employee’s self-assessment and make notes regarding how the self-assessment compares to your assessment.

**[ ] Time and Place –**

* Schedule the meeting as an official appointment.
* Choose a quiet, private spot with as few interruptions as possible

**[ ] Conducting the Review -**

• Establish a positive tone for the meeting and help the employee feel at ease

• Go over the review carefully and give balanced feedback, include both positive praise and constructive criticism.

* Cite specific examples in each category of the review.

• Focus on the specifics of job performance, not the person or personality traits

• Ask questions and allow the employee to provide feedback

• When discussing areas for improvement, discuss methods and objectives for improving

**[ ] Conclusion-**

• Summarize and review the important points of the discussion

• Restate the action steps that have been recommended and provide a time frame for completion

• Make sure the employee reviews the appraisal and provides comments

• Have employee sign the review so as to acknowledge that he or she has read it (does not signify agreement with the content)

**[ ] Follow-up**

• Follow-up with the employee to see how plans are proceeding within the given time frames

• Offer the employee assistance in achieving objectives and encourage discussion of successes and obstacles