

## Contents

<b>About This Document</b> .....	<b>2</b>
<b>Overview</b> .....	<b>2</b>
Why We Conduct Performance Reviews.....	3
Who Participates.....	3
Supporting Documents.....	4
<b>Performance Review Process</b> .....	<b>4</b>
Step 1. Prepare.....	4
Step 2. Complete First Draft Performance Review Form.....	5
Step 3. Review First Draft & Add Comments.....	5
Step 4. Schedule & Conduct Performance Review Meeting.....	6
<b>Completing the Forms – Additional Tips for Managers</b> .....	<b>7</b>
Manager Review & Comments.....	8
Calculating Summary Ratings.....	8
Setting SMART Goals.....	10

## About This Document

<b>owner</b>	HR
<b>access &amp; use</b>	Restricted to Managers & HR
<b>what it is</b>	<p>A guide that:</p> <ul style="list-style-type: none"> <li>◆ Outlines the step-by-step process for conducting annual and interim performance reviews</li> <li>◆ Provides point-and-click access to the documents needed for each step, along with instructions and examples</li> <li>◆ Provides additional information for managers on completing the <i>Annual Performance Review Form</i></li> </ul>
<b>who uses it</b>	HR and Managers with direct reports
<p><b>Note:</b> This document includes sensitive information. It should not be shared with staff members who do not have responsibility for direct reports. Use caution and discretion when using or printing.</p>	

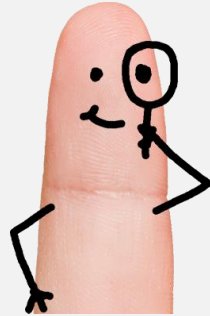
## Overview

At our company, we monitor and evaluate performance at various stages of employment:

- ◆ New employees or regular status employees in new positions go through a probationary period
- ◆ Regular status employees participate in an annual performance review
- ◆ Employees who are not meeting performance expectations undergo a performance improvement plan with their manager, and
- ◆ Employees who still don't meet performance expectations after the performance improvement plan are subject to involuntary termination.

This guide for managers describes how to conduct a performance review and directs you to forms you and your employees will need. It answers questions like:

- ◆ Who's eligible for performance reviews?
- ◆ Who does what?



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











## Supporting Documents

There are a number of templates and guides available to support you through the process. The rest of this Guide describes when to use each one, but they're all listed below for quick reference.

Click on an icon in the table below to open that document.

- ◆ Click  to open the template or guide
- ◆ Click  to open instructions on how to use the template, spreadsheet or form
- ◆ Click  to open a completed example of the template or form

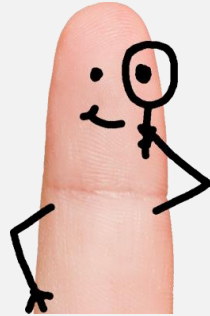
**Note:** The **Doc ID** column contains a unique identifier for all our HR documents. Think of it like a bar code you don't have to pay attention to, unless you want to double-check you have the right document.

Doc ID	Document Name	Description	Doc	Help	Ex.
PO-MGR-3105-R	Performance Management Overview Guide	Guide for managers with direct reports. Provides overview information and guidelines regarding performance management			
JE-ALL-3530-M.	Job Description Form	Form template for creating consistently structured job descriptions			
PR-ALL-3170-M.	Annual Performance Review Form	Annual performance review form template			
PR-ALL-3180-M.	Interim Performance Review Form	Condensed performance review form for reviews that occur outside the regular annual review cycle			
JE-ALL-3510-R.	List of Competencies	Guide that provides a 'menu' of categorized behavioral competencies and success traits			
JE-ALL-3520-M.	Job Procedures Form	Form template for capturing and recording the responsibilities and tasks required for a position, and how they are done			

## Performance Review Process

### Step 1. Prepare

1. Open the [Performance Management Overview Guide](#) and review the **Annual Performance Reviews** section. This provides an overview of the process, along with guidelines and tips for conducting effective performance reviews.



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- The *Job Procedures Form* for the position (if available). This lists and describes the tasks and procedures expected to be performed as part of the position.
- *List of Competencies*. This provides a list of behavioral competencies or success traits that can be used to write job descriptions, create job postings, and conduct performance reviews.

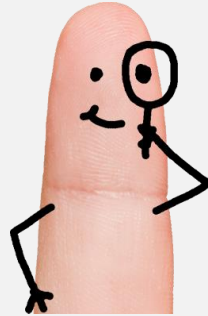
If you require technical assistance with the form or require assistance or advice on providing or receiving feedback, contact CUSTOMIZER: Insert Contact's title, not name.

#### **Step 4. Schedule & Conduct Performance Review Meeting**

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Once the employee has returned their self-assessed performance review form to you and you've finalized your input, you're ready to conduct the performance review meeting.

1. Schedule a meeting with the employee:
  - a. Schedule at least 1 hour for each review meeting.
  - b. Book the meeting far enough in advance of the deadline for submitting signed-off performance review forms to allow for revision or follow-up discussion prior to signing.
  - c. Book an appropriate meeting room to ensure your conversation is private and free from distractions.
  - d. If applicable, flag any trouble spots in advance. For example: *"During the meeting, I would like to discuss the <insert shortcoming or failure to meet goal>. Could I ask you to give that some thought before our meeting and we can discuss how we can work together on a solution?"*
  - e. Inform the employee that they will have the opportunity to discuss your management techniques during the meeting. Ask them to be prepared to identify 2 areas which you excel as a manager and 2 areas for development.
2. Print 2 copies of the form for the review meeting. Alternatively, if you and your employee are using mobile computing devices, make sure you both have a copy of the form—with both sets of comments and ratings—on your device. Using an electronic version permits you to input changes or notes directly in the form during the meeting instead of having to do it afterward.
3. During the performance review meeting:
  - a. Begin on a positive note that will set the tone for the meeting.
  - b. Discuss all sections of the completed performance review form, but focus on:
    - Reinforcing exceptional performance.
    - Discussing areas for development.



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- ◆ *INSTRUCTIONS. Annual Performance Review Form*
- ◆ *INSTRUCTIONS. Interim Performance Review Form*

The remainder of this guide provides additional guidance for managers on how to calculate summary ratings and set goals.

## Manager Review & Comments

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Both the Interim and Annual Performance Review Forms contain orange-labelled fields for employee comments, followed by black-labelled fields for manager comments. When you review an employee's first draft, make sure they have:

- ◆ Completed the **Overview** table at the start of the form correctly. Complete any fields left blank and correct any errors.
- ◆ Followed the Instructions and appropriately completed all the orange-labelled fields in the remaining sections. Do not make changes to their ratings or comments; simply add your own.
- ◆ Not completed the Summary Rating or Sign-Off sections. If so, remove their ratings and comments.

## Calculating Summary Ratings

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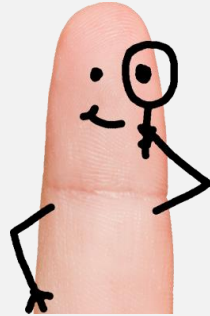
This section does not apply to the *Interim Performance Review Form* as that form doesn't include any fields for individual competency or summary ratings.

However, the *Annual Performance Review Form* contains 5 sections that require individual ratings and a Manager Summary Rating:

- ◆ Goal Achievement
- ◆ Job-Specific Skills
- ◆ Company Core Success Traits
- ◆ Position Success Traits
- ◆ Management/Leadership Competencies (only for managers with direct reports)

Assign individual ratings as per the rating scale in the *Annual Performance Review Form* instructions. Strive for consistency in how you apply the ratings—consistency across your direct reports, and consistency with other managers. You may even want to get together with other managers to discuss scenarios and examples of when you would apply each type of rating.





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overall performance of the employee. In these cases, you may opt to round up instead of down (e.g., rounding a calculation of 2.6 up to a 2) as long as reasonable rationale is provided in the comments.

Remember that the final performance review form is reviewed by your manager and CUSTOMIZER: e.g., HR and you should be able to explain why you bumped an employee's final summary rating up or down.

## Setting SMART Goals

This section does not apply to the *Interim Performance Review Form* as that form doesn't include evaluation of goal achievement or setting new goals.

On the *Annual Performance Review Form*, however, there are two sections where goals are written—achievement of goals for the review period, and planning achievement goals for the next period.

Setting "SMART" goals refers to setting goals that meet the following criteria:

- ♦ **Specific.** Goals and objectives are well-defined and easily understood by anyone who has a basic understanding of the project/subject. Expected results/outcomes are stated. For example, "Increase website hits/traffic by 10% for Q1, 10% for Q2, 15% in Q3 and 20% in Q4" is specific, whereas "Increase revenues" is not.
- ♦ **Measurable.** Goals states how you will know when the goal/objective has been achieved. For example, if the goal pertains to quantity, specify milestones to help ensure that the outcome meets expectations.
- ♦ **Attainable.** Goals are realistic and attainable. The employee is challenged to grow their skills and talents, but the goal/objective is not out of reach for the individual. At the same time, it's not set below performance expectations or Company standards.
- ♦ **Relevant.** Individual goals and objectives are tied to Company goals/objectives. Individual objectives that meet personal, professional, and departmental goals can strengthen the individual's commitment to the vision and mission of the Company. Completing these goals may also help prepare individuals for positions of greater responsibility.
- ♦ **Timely.** The schedule is challenging, yet realistic. Deadlines have been set for milestones that lead up to the final outcome.