

Conducting a performance review

By Sue Cammish



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Synopsis

The annual performance review meeting is a fundamental part of performance management. It enables the business to organize work amongst people in order to achieve its business objectives. It answers for people the basic questions 'What is expected of me?' and 'How am I doing?' This article describes how to prepare, conduct and follow-up on an annual performance review meeting.

How to ...

How to design an effective performance review meeting.

How to collect evidence and then rate a person's performance.

How to prepare and run the performance review meeting.

Sue Cammish

Sue is an international management educator, performance coach and business consultant, and has successfully worked in these areas for some twenty years. She works with individuals, teams and organizations and helps them in any stage of the journey from defining their issues through to successful implementation of the chosen strategy. Sue has worked extensively throughout the USA and Europe.

Introduction

People policies lie at the heart of many organizations. How well or how badly these are designed and implemented can make all the difference between success and failure in an organization. People policies include recruitment, reward, training and development, succession planning, retirement, health and safety, work/life balance, diversity, retention, talent management and performance management.

Performance management is, in theory, a continuous dialogue between employee and line manager. It culminates in the annual performance review meeting. This meeting closes off the business from last year and introduces the next year's strategic goals down to the level of the employee contribution.

Thus every employee has a direct line of sight to the business goals and strategy. They are clear about what their contribution to the business is, how it links to the organizations goals and strategy and how they will be measured.

The first step is to be clear about the purpose of the meeting. The point of the performance review meeting has to be the business strategy and then the roles, skills and behaviors of employees to de-