



Performance Review Question Bank

A performance review formalizes feedback so employees and managers stay on track. To ensure you collect useful data for HR, choose appropriate questions for your workplace culture and values. **Questions should be concise and focus on observable behaviors rather than judgment.**

▶ 01 SELF-REVIEW

Goals

1. What do you need to help you make better progress towards your goals?
2. What do you consider to be your most important achievements of the past review period?
3. What were your biggest obstacles this review period, and how did you overcome them?
4. What professional objectives do you plan to accomplish over the next review period?
5. What personal development objectives do you plan to accomplish?
6. What support will you need from your manager or other teams to achieve your objectives?
7. What are your key goals?

Achievements

1. Describe your key accomplishments over the past review period.
2. Describe three strengths and three areas for improvement.
3. List 3-5 contributions you've made to the company during the past review period that you'd like to highlight to your manager.
4. What are your biggest accomplishments at work?
5. In what ways did you impact the company and/or team?
6. Of my responsibilities, what did you accomplish?
7. What impact did those accomplishments have on the company's goals or objectives?
8. What could you have done better?
9. What are your biggest accomplishments at work?
10. In what ways did you impact the company and/or team?

Development

1. What do you need to be successful?
2. Describe a way that you grew last quarter.

3. Do you feel that you are given the resources to learn and grow in your area of specialty?
4. What training, tools, or experience could benefit you in the next 6 months?
5. What tools do you need from the company?
6. What learning and development activities would you like to see?
7. What areas would you like to improve or develop professionally?
8. What additional resources or assistance do you need to be successful in your current role?
9. Describe what you want for your career at the company.
10. What actions, by you, can be taken to increase your success?
11. What are your strengths? Tell us in what areas you excel.
12. What areas would you like to improve or develop?
13. What do you need to be successful?
14. What elements of your job do you find the most challenging and why?
15. What actions can be taken to increase your success by your manager?
16. Where do you see your career progressing in the next 12 months?

General

1. Is there anything keeping you up at night?
2. What elements of your job do you find the most challenging and why?
3. What gives you the greatest job satisfaction?
4. How can your job satisfaction be increased?
5. I feel most purposeful when I am working on:

Values

1. What company values do you think you excelled at?
2. Which of our values are your strengths?
3. Which of our values do you want to improve on?

Company Feedback

1. What is the company doing well?
2. What could the company do better?
3. What actions can be taken to increase your success by your manager?
4. What can the company do to help you improve?

02 DOWNWARD REVIEW

Downward Short Answer

1. What went well for this person during the last quarter?
2. What should this person's focus be in the next quarter?
3. Are there any areas of concern, or in need of improvement?
4. What is the plan to address issue(s), if any?

Downward Ratings

Given what I know of this person's performance, I would always want them on my team.

This person is at risk for low performance.

This person is ready for promotion today.

03 UPWARD REVIEW

Upward Short Answer

1. What you would like to see more of from your manager?
2. What are some examples of activities, feedback or coaching your manager provided that helped you.
3. How would you describe your working relationship with your manager?
4. What are your manager's strengths?
5. What are actionable areas of development you'd like for your manager to focus on?
6. What are a few things that would be beneficial for this manager to start doing?
7. What are a few things that this manager is currently doing that are not working.
8. What are a few things that this manager is currently doing well that they should continue doing.

9. What is this person's biggest development area as a manager?
10. What is this person's biggest management strength?
11. What does your manager do that you particularly appreciate?
12. What specifically can your manager do to become more effective?

Upward Ratings

1. My manager is a role model for our team.
2. My manager keeps me informed.
3. My manager has clearly explained my role in order for me to be successful in my career.
4. My manager delegates responsibility where appropriate, based on the team's ability and potential.
5. My manager takes specific steps to create and develop an inclusive environment.

04 PEER REVIEW

Goals

1. What would help this person make better progress towards their goals?
2. What has this person personally contributed to the company's objectives?
3. How is this person progressing against assigned goals and objectives?
4. What did this person accomplish that had an impact on company goals and achievements?
5. Did this employee meet their goals from the review period?
6. Please provide comments on goals that they met.
7. Please provide comments on goals that they did not meet.

General

1. Continue: What does this person do well?
2. Start: What could this person start doing that would benefit their career and the company?
3. Stop: What could this person stop or reduce to benefit their career and the company?
4. Name one thing this person does well and should continue.
5. Name one thing this person should start doing that would benefit their career and the company.
6. Name one thing this person should stop or reduce to benefit their career and the company.
7. What does this person do that you particularly appreciate?
8. What specifically can this person do to be more effective?



9. What are the biggest challenges working with this person?
10. What feedback or resources can address challenges of working with this person?

Achievement

1. What are two things this person did well during the review period?
2. What are two things this person can improve on?
3. What was this person's impact over the review period?
4. What were this employee's wins this review period?
5. Is this person solving problems that matter?
6. What are 1-2 accomplishments from this person you were impressed with?
7. What did this person do well?
8. What could this person improve on?

Values

1. How would you characterize this person's interactions with yourself, other members of your team, and the rest of the company?
2. Is working with this person easy?
3. What is this person's overall contribution to team culture and chemistry?
4. What is this person's effectiveness at improving others' performance?
5. What is this person's effectiveness at applying feedback from others to improve performance?
6. How does this person embody our values?
7. Where there may be opportunities for improvement in how this person embodies company values?
8. How well did this person exhibit [insert company value]?

Development

1. What were some lessons learned by this person?
2. How does this person demonstrate that they are motivated and committed to success in the company?

3. Are this person's work methods and approaches to accomplishing their job effective, efficient?
4. In what areas can this person focus their professional growth?
5. What skills would you designate as their overall areas for improvement?
6. What advice or feedback would you give this person to further develop their role at the company?
7. What will you do to help this person be successful?
8. What are the skills this person demonstrated in solving problems and arriving at solutions and improvements?

360 Ratings

1. Personally demonstrates that customers are a priority.
2. Is an effective team player.
3. Frequently goes above and beyond to help the business.
4. Embraces new ideas and encourages others to do so as well.
5. This person embodies the value of [company value].
6. Shows a sense of urgency and prioritizes tasks according to importance and relativity
7. Shows ownership of projects and takes initiative.
8. Open and accessible to discussing new ideas and challenges.
9. Clearly communicates needs and expectations.
10. Works efficiently to meet goals and objectives.
11. Empowers and inspires team to reach decisions and act.
12. Holds team members accountable for results.
13. Provides timely feedback.
14. Provides both recognition and constructive feedback.
15. Sets high performance standards for his/her team