

Performance Review Question Guidance and Bank

The quality of reviews depends on the questions you ask. Thinking about your questions from both the feedback provider and receiver perspectives will ensure the best questions. Consider the following factors when creating questions for your reviews:

- Make the question clear and concise so feedback providers understand what they're being asked to answer.
- Always make sure the employee will learn what they did well and/or what they can improve on when they read the answers to the question.
- Don't ask feedback providers to rate two skills in one question, i.e. "How well does your manager give positive and constructive feedback?" The feedback receiver will be confused whether they rated well or poorly on positive feedback or constructive feedback.
- Don't ask feedback providers to answer yes/no questions, as this does not give information to the receiver about what actions to take.

Self-Assessment Questions

General

- What keeps you up at night?
- What elements of your job do you find the most challenging and why?
- What gives you the greatest job satisfaction?
- How can your job satisfaction be increased?
- I feel most purposeful when I am working on:

Goals

- What are your key goals?
- What professional objectives do you plan to accomplish over the next review period?
- What do you consider to be your most important achievements of the past review period?
- What were your biggest obstacles this review period, and how did you overcome them?

- What personal development objectives do you plan to accomplish?
- What do you need to help you make better progress towards your goals?
- What support will you need from your manager or other teams to achieve your objectives?

Achievements

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

Development

- If you felt completely fulfilled and successful in one year, what would you be working on?
- What experiences will help you get there?
- What people or groups do you need exposure to in order to grow?
- What do you need to be successful?
- Please describe a way you grew last quarter.
- What resources do you need to learn and grow in your area of specialty?
- What training, tools, or experience could benefit you in the next 6 months?
- What tools do you need in order to be successful?
- What areas would you like to improve or develop professionally?
- What additional resources or assistance will help you be successful in your current role?

- What actions can you take to progress your career?
- What are your strengths? What areas do you excel in?
- What areas would you like to develop?
- What elements of your job do you find the most challenging and why?
- What actions can your manager take to increase your success?
- Where do you see your career progressing in the next 12 months?

Values

- What company values do you excel at?
- Which of our values are your strengths?
- Which of our values do you want to focus more on?

Company Feedback

- What is the company doing well?
- What could the company do better?
- What can the company do to help you improve?

Manager Review of Employee

- What were his/her accomplishments in the last quarter?
- What should this employee's focus be in the next quarter?
- What can he/she improve on?
- Given what I know of this employee's performance, I would always want them on my team.
- This employee is at risk for low performance.
- In what key areas can the employee grow to be ready for promotion?

Employee Review of Manager (Open-Ended)

- What you would like to see more of from your manager?
- What are some examples of activities, feedback, or coaching your manager provided that helped you?
- How would you describe your working relationship with your manager?
- What are your manager's strengths?
- What are actionable areas of development could your manager to focus on?
- What are a few things that would be beneficial for your manager to start doing?
- What are a few things that your manager is currently doing that are not working?
- What are a few things that your manager is currently doing well that they should continue doing?
- What is your manager's biggest development area?
- What does your manager do that you particularly appreciate?
- What specifically can your manager do to become more effective?

Employee Review of Manager (Rating Scale)

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

Peer Review (Open-Ended)

Goals

- What would help this employee make better progress towards their goals?
- What has this employee contributed to the company's objectives?
- How is this employee progressing against assigned goals and objectives?
- What did this employee accomplish that had an impact on company goals and achievements?
- How well did this employee meet their goals?
- Please provide comments on goals they met.
- Please provide comments on goals they did not meet.

General

- What does this employee do well?
- What could this employee start doing that would benefit their career and the company?
- What could this employee stop or reduce to benefit their career and the company?
- Name one thing this employee does well and should continue.
- What does this employee do that you particularly appreciate?
- What specifically can this employee do to be more effective?
- What are the biggest challenges working with this employee?
- What feedback or resources can address challenges of working with this employee?

Achievement

- What are two things this employee did well during the review period?
- What are two things this employee can improve on?
- What was this employee's impact over the review period?
- What were this employee's wins this review period?

- How well does the employee's work align with the needs of the company/function?
- What are 1-2 accomplishments from this employee you were impressed with?
- What did this employee do well?
- What could this employee improve on?

Values

- How would you characterize this employee's interactions with you, other members of your team, and the rest of the company?
- What makes it easy to work with this employee? What would make it easier?
- What is this employee's overall contribution to team culture and chemistry?
- What is this employee's effectiveness at improving others' performance?
- What is this employee's effectiveness at applying feedback from others to improve performance?
- How does this employee embody our values?
- Where are the opportunities for improvement in how this employee embodies company values?
- How well did this employee exhibit [insert company value]?

Development

- How does this employee demonstrate they are motivated and committed to the success of the company?
- In what areas can this employee focus their professional growth?
- What skills can this employee improve?
- What advice or feedback would you give this employee to further develop themselves at the company?
- What will you do to help this employee be successful?
- What skills does this employee demonstrate in solving problems and arriving at solutions and improvements?

Peer Review (Rating Scale)

- Demonstrates that customers are a priority.
- Is an effective team-player.
- Leads by example by frequently going above and beyond to help the business.
- Embraces new ideas.
- Encourages others to adopt new ideas.
- Please rate this employee's [insert competency] abilities.
- Please rate this employee's [insert domain knowledge].
- Please rate this employee's productivity.
- Please rate this employee's communication skills.
- This employee embodies the value of [company value].
- Shows a sense of urgency.
- Prioritizes tasks according to importance and relativity.
- Respectful towards others.
- Collaborates effectively with team members to achieve results.
- Shows ownership of projects and takes initiative.
- Open and accessible to discussing new ideas and challenges.
- Clearly communicates needs and expectations.
- Works efficiently to meet goals and objectives.
- Empowers and inspires team to reach decisions and act.
- Holds team members accountable for results.
- Provides timely feedback.
- Regularly recognizes team members.
- Provides useful constructive feedback.