

Performance Review Template

Performance reviews provide an opportunity for open, constructive discussion about progress, achievements, and development. This template helps structure fair, consistent, and forward-looking reviews that build clarity, motivation, and accountability.

1. Employee and Review Details

Employee Name:

Position / Department:

Reviewer / Manager:

Date of Review:

Review Period: From _____ To _____

Type of Review:

- ☐ Annual Review
 - ☐ Mid-Year Review
 - ☐ Probation Review
 - ☐ Project Completion
 - ☐ Development Discussion
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2. Objectives and Results

Objective	Target or Expectation	Result / Outcome	Rating (1–5)	Comments
1.				
2.				
3.				

Tip: Be specific. Use measurable evidence wherever possible. Ratings should reflect both achievement and quality of outcomes.

3. Key Strengths

- ☐ Demonstrates reliability and consistency.
- ☐ Communicates clearly with colleagues and stakeholders.
- ☐ Delivers results that meet or exceed expectations.
- ☐ Shows initiative and problem-solving ability.
- ☐ Works collaboratively and supports team goals.
- ☐ Adapts positively to change and feedback.

Manager's Comments:

Employee's Comments (optional):

Tip: Highlight behaviours and outcomes that add the greatest value to the organisation.

4. Development Areas

- ☐ Needs to improve time management or prioritisation.
- ☐ Could strengthen communication or collaboration skills.
- ☐ Requires further technical or role-specific training.
- ☐ Would benefit from broader strategic awareness.
- ☐ Needs to delegate more effectively or build confidence.

Manager's Comments:

Employee's Comments (optional):

Tip: Keep development feedback constructive. Focus on future improvement rather than past mistakes.

5. Behaviour and Values Alignment

Company Value Behaviour Observed Rating (1–5) Example / Comment

Integrity

Teamwork

Innovation

Accountability

Customer Focus

- ☐ The employee consistently demonstrates behaviours aligned with company values.
- ☐ Areas of misalignment have been discussed and action agreed.

Tip: Assess how the employee's behaviour contributes to overall culture, not just performance.

6. Career Growth and Development Goals

Development Goal Action Required Support Needed Target Date

- ☐ Training or mentoring required has been identified.
- ☐ Stretch assignments or projects considered.
- ☐ Opportunities for career progression discussed.

Tip: Development planning turns a review into a forward-looking growth conversation.

7. Overall Performance Summary

- ☐ Exceeds expectations
- ☐ Meets expectations
- ☐ Partially meets expectations
- ☐ Below expectations

Manager's Overall Comments:

Employee's Overall Comments (optional):

Tip: Use the summary to reinforce key messages and next steps, not just a rating.

8. Agreed Actions and Follow-Up

Action Owner Due Date Review Date

- ☐ Both parties have agreed to the actions listed above.
- ☐ Follow-up meeting scheduled to review progress.

Tip: Written follow-up ensures accountability and progress tracking.

9. Sign-Off

Employee Signature:

Date:

Manager Signature:

Date:

- ☐ A copy has been shared with the employee and HR for record-keeping.
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How to Use This Template

Use this structure for all formal performance reviews or informal check-ins. Focus the discussion on achievements, learning, and future growth. The best reviews are two-way, honest, and supportive, leading to higher engagement and better results.

Notes