**Employee Reviews: Guidelines for Managers**

**Purpose**

The purpose of the review sessions is to provide a platform to respective managers to share feedback on an individual’s performance in addition to discussing any work related challenges, areas of concern, achievements and scope of improvement.

**Guidelines**

* Review meetings are to be planned and communicated by the Manager to their respective teams
* In case members are reporting to a Lead who is in the capacity of providing feedback, the manager needs to loop such feedback into these review meetings (E.g. client manager needs to involve project leads as feedback providers for review meeting with their respective team members)
* Managers are advised to keep an informal approach to the review meetings, encouraging the employees to be more forthcoming with their views.
* Post each review, meeting managers need to capture their discussion with the employee, feedback and action items in the “Employee Review Template” and upload to the designated shared folder within a week of the meeting.
* Managers are advised to prepare for a review meeting by familiarizing themselves with details about the individual such as work assigned to them and progress so far, current compensation, any training needs to enable better performance etc. Being prepared will help the manager have a healthy discussion with the employee and reflect their genuine interest in the employee’s professional growth.
* Managers are required to share an individual level summary of their observations post completion of all quarterly/biannual review meetings.

**Discussion Guide**

The tone of the review meeting is supposed to be **informal**, making sure that the employee does not feel uncomfortable or unable to express themselves openly. A manager should not only be able to convey their feedback effectively to the employee but capture feedback **FROM** them as well. This feedback can be in the form of their concern towards their work, career growth, development etc. or towards their team or company as well.

A few examples of questions that a manager may ask during the course of the meeting are given below. Managers may introduce their own set of questions to the discussion based on their understanding of their teams.

Managers may ask the following questions to:-

Open the conversation

1. How are you? How is life outside of work?
2. Ask about their families – parents, spouse, children etc.
3. What do you like to do in your free time? What are your hobbies?
4. What drives you? What motivates you to come to work each day?
5. What’s one thing we could change about work for you that would improve your personal life?

Discuss career goals

1. What work are you doing here that you feel is most in line with your long term goals?
2. Do you feel challenged at work? Are you learning new things?
3. What skills would you like to develop right now?
4. What additional training or education would you like?

Provide feedback

1. How do you prefer to receive feedback?
2. Do you feel you’re getting enough feedback? Why/why not?
3. What’s an area of your work you want to improve?
4. What aspect of your job you would like more help or coaching with?

Gauge views on [INSERT COMPANY NAME]

1. What are your favorite parts about our culture?
2. How could we be more creative or innovative as a company?
3. What is the company not doing today that we should do to better compete in the market?

Gauge their engagement

1. Are you happy with your recent work? Why or why not?
2. When was the time you enjoyed working here the most?
3. What do you feel is your greatest accomplishment here?
4. Are you happy working here?

Make them think about the discussion you just had

1. What can you do to take action or make progress on what we talked about today?
2. What can I do to take action or make progress on what we talked about today?

**Do’s & Don’ts for managers**

**Do’s**

* Be prepared for the meeting (mentioned earlier in this document)
* Avoid having to reschedule or postpone the meeting
* Maintain a relaxed environment
* Ensure employees know the purpose of the meeting
* End on a positive note
* Be in control of your emotions
* Create an action plan

**Don’ts**

* Jump to conclusions without evidence
* Talk negatively about other employees in the meeting
* Avoid having difficult conversations
* Focus on negatives
* Have a monologue in the meeting
* Set unrealistic goals and expectations