



TOOLS

Year-End Performance Reviews

A year-end review should go over an employee's contributions for the past year, and also help align the employee's goals with the organization's goals. We've put together two worksheets, one for Employees and one for Managers to help prepare for the meeting.

Worksheets Included:

- **Employee Worksheet:**
Eight areas to reflect and focus on
- **Manager Worksheet:**
Employee Assessment with nine areas to focus on

EMPLOYEE

Year-End Review Worksheet

This worksheet includes eight areas for you to focus on. Some of them might only take a minute or two to cover while others might take a little bit more time. To make sure you have enough time for everything (remember that your manager will have things to say too) try to keep your answers as short and on-point as possible.

Responsibilities

Often over the course of a year your responsibilities will grow and change as the needs of the company change. Start with defining your responsibilities at the beginning of the year. How was your role defined and what were you expected to accomplish? Then detail how those responsibilities have grown or changed over the year. This is not a laundry list of everything that you've been asked to do, but rather an assessment of how your role has changed over the year. Conclude with your understanding of your current role in the company.

Start of Year:

Added Responsibilities:

Current Role:

Skills

As your responsibilities have grown and changed, so have the skills you've learned to meet them. Focus on the skills you've acquired over the last year and the skills you will need to learn to meet your responsibilities in your current role.

Skills Learned:

Skills to Acquire:

Collaboration

If you work alone, you probably don't have a formal year-end review. For everybody else, a big part of work is getting along with other people (whether they are co-workers, customers, or clients), sharing information, and helping each other. What have you learned about working with others over the past year? This is also an excellent opportunity to mention important things you have learned from your co-workers, and help the people who have helped you. Provide an honest assessment of the things you have done well and the areas in which you need to improve.

Note: If you have significant issues with another employee, don't wait until the year-end review to address them. Speak to your manager or HR Department immediately.

What I've Learned:

Strengths:

Opportunities for Improvement:

Accomplishment

Life for all of us is busy and it can be difficult for your manager to remember all of your achievements for the past year. This is your chance to provide a list of your contributions to the organization. Again, this is not a laundry list of everything you've done, but a high-level overview of your major accomplishments. Remember that acquiring skills and learning how to navigate specific situations can also be accomplishments, for example: learning how to give a presentation. When possible, you'll want to tie your accomplishments to company goals or needs, so that your manager is clear on the value you are providing.

Accomplishment:

Related Company Goal/Need:

Accomplishment: _____

Related Company Goal/Need: _____

Accomplishment: _____

Related Company Goal/Need: _____

Strengths

As with your accomplishments, presenting your strengths is a way of demonstrating your value to the organization. Looking back at your accomplishments, what did you do particularly well? What are the key insights that can help you be more successful in the future? Remember that sometimes you can learn more from a mistake than from a success. This is how you transform an unwanted outcome into a positive lesson, a source of future improvement. Your year-end review is a great time to show that you know what you did right, but you also learned from things that didn't go as planned. List the major events from the past year and what you've learned from them.

Event: _____

Outcome: _____

What I Learned: _____

Event: _____

Outcome: _____

What I Learned: _____

Organization's Goals & Needs

Here is where you look at your contribution to the organization from the standpoint of the organization. What are you helping the company achieve? Are there organizational needs that are not being met, and do you have an idea on how to help meet them (other than hiring more people)? This is your chance to demonstrate that you know your role in the organization and are thinking about how that role can grow and change to help the organization meet its goals.

Company Goal/Need: _____

How I (Can) Address It: _____

Company Goal/Need: _____

How I (Can) Address It: _____

Career

This leads directly from thinking about all of the above. It is your opportunity to present your aspirations over the long term and how you envision achieving those goals. Where do you see yourself in five years? What are the steps to getting there? Which skills will you need? How will your goals help the organization achieve its goals?

Where I Want To Go:

The Steps To Get There:

Benefit To The Organization:

Next Step

This is where you solidify your game plan for the next year. With your Career Goals and the Organization's needs spelled out above, what are the steps you need to take over the next twelve months to help both you and the organization achieve them? This list should focus on concrete actions that you can take. Remember, this list will provide the starting point and measuring stick for next year's year-end review, so focus on what is realistically achievable!

New Responsibilities:

New Skills:

Collaboration:

Accomplishments:

MANAGER

Year-End Review Worksheet

Year-end reviews are an opportunity to help your organization work smarter and better by giving individuals a clear set of achievable goals for the next year. Part of that process entails providing them with an opportunity to give voice to their aspirations, frustrations, and self-assessment. It is a conversation. If you are talking for more than half of it, you are not learning everything you could. Gaining a clear understanding of an employee's motivations and desires helps you form a clear and effective strategy for helping them achieve organizational and personal goals.

This worksheet includes an Employee Assessment with nine areas for you to focus on. Some of them might only take a minute or two to cover while others might take a little bit more time. To make sure you have enough time for everything (remember that employee input is essential to an effective review) try to keep your assessment as short and focused as possible.

Preparation

Before beginning year-end reviews make sure employees know they are expected to conduct a self-appraisal as part of the process. The more guidance you give them in this process the greater the likelihood of successful outcomes.

There are a few steps you should engage in to prepare yourself for each review.

1. Make a habit of keeping a record of each employee's significant accomplishments, changes in responsibility, skills acquired or demonstrated, or areas in which they may need to improve.
 2. Speak with people who work closely with the employee for a more balanced assessment of their contribution and performance.
 3. Finally, review the list of goals set in last year's review as part of your assessment of their performance.
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Employee Assessment

Performance

In light of the goals set at last year's review, how has the employee performed?

Responsibilities

How have the employee's responsibilities changed over the course of the year?

Skills

What new skills has the employee demonstrated this year?

Collaborations

How is the employee's behavior in the context of his/her immediate environment?

Are they helping their co-workers work smarter, better or more safely?

If the position is customer or client-facing, are they representing the organization well?

Accomplishments

How has the employee helped the organization advance its goals?

Strengths

What are the most helpful contributions the employee has made to the life of the organization?

Organization Goals & Needs

How is the employee's contribution helping to advance the organization's goals and needs?

Provide the employee with context for their efforts so they can see their actions as a meaningful part of a larger effort.

Career Development Opportunities

What is the organization doing to advance the career of the employee?

Is there a path for career development?

What does the employee need to do/learn to advance?

Next Steps

What are the practical actions the employee needs to take over the next year?

Define the criteria against which the next year's efforts will be measured.

Confirm with the employee that this set of goals is both realistic and achievable.

Helpful Tips on Conducting a Year-End Review

You may want to begin the review process by sharing a few of your observations before asking the employee for his/her self-assessment. This is to show them that the review should be an open and frank conversation focused on positive outcomes for both the employee and the organization.

Be clear about the purpose of the review and what you are looking to accomplish:

- foster open, honest communication with the employee
- help the employee clearly define and understand his/her responsibilities
- define the standards by which their performance will be measured
- align the employee's needs/goals with the organization's needs/goals
- review the employee's contribution for the past year
- identify opportunities for the employee's growth and improvement over the next year
- help the employee advance his/her career