



Manager - TIPS

Preparing for a difficult discussion

These questions are to stimulate your thinking and are not exhaustive. In all situations where poor performance is a factor we recommend you work with your HR Advisor.

NOTE: At no point should the performance review be the first time the staff member has heard about the performance issue

ACTIVITY	COMPLETED?
1) STAFF MEMBER COMPLETED EVALUATIONS: have you had sufficient time to review and plan for any possible difference of opinion? 2) MANAGER COMPLETED EVALUATIONS: Have you had sufficient time to review any input the staff member provided and plan for any possible difference of opinion?	
3) Have I requested feedback on this staff member from other sources (e.g., peers, internal customers) to ensure I have a complete picture of their performance?	
4) Have I identified performance strengths and examples that demonstrate these strengths?	
5) Have I pinpointed the one or two areas of performance weakness that I will address in this review?	
6) Have I identified concrete examples that demonstrate the impact of these performance weaknesses?	
7) Have I identified possible action steps that the staff member and I can take to help close any development gaps?	
8) Have I created an outline of talking points where the bulk of the review is on strengths, and any weaknesses are put into context?	
9) Have I ensured that I have a plan for next steps (talk to your HR Advisor for tools that can support this process)?	
10) Have I clearly identified performance expectations for the next review cycle or set up a time to discuss them in the near future?	