

# 100 EXCEPTIONAL PERFORMANCE APPRAISAL QUESTIONS



# 100 EXCEPTIONAL PERFORMANCE REVIEW

## QUESTIONS

Welcome to your free **100 Exceptional Performance Review Questions** pack. These questions are designed for small to medium sized businesses that want to conduct Performance Reviews with their team.

My name is Ingrid Cliff, and to tell you a bit about myself, I have been in HR for over 25 years. During that time, I have specialized in performance management issues. I have coached managers as they conducted their first reviews and have been part of over 2000 performance reviews with their employees. I have presented over 250 seminars on the topic of performance management and have managed countless poor performance and discipline processes.



I have seen what works and what doesn't during that time and made my own fair share of mistakes along the way. One thing I know for sure is that managers want to do the right thing by their team members – they just need that little bit of extra support when they are learning the ropes of performance management.

Because of the complexity of the Industrial Relations system across the world, this pack cannot provide you with legal advice as to your specific situation. You need to seek specific advice to ensure your business complies with all relevant State/Federal legislation.

If you would like more information on implementing these forms, or how to complete Employee Performance Reviews, then I recommend my [Employee Performance Reviews: Tips Templates & Tactics](#).

In that e-book, you will discover:

- How to prepare for performance reviews
- Great questions to ask during reviews
- How to handle salary & bonus questions
- Dealing with employees who cry, get angry or go silent during their review
- What to do about performance problems
- How to do probation reviews

- The best processes to use to complete a review
- Dealing performance problems
- And a whole lot more ...

The e-book is written in easy to follow style and contains my best experience and knowledge distilled into one easily accessible pack.

PLUS the e-book contains my personal *Employee Performance Review Template form*, *Discipline Form* and *Probation Form*. These are the forms that I personally have used in many of the companies I have worked with. You won't find my personal forms in this template pack – they are only available in ***Employee Performance Reviews: Tips Templates & Tactics***.

PLUS you receive free access to 8 recorded sessions about a whole raft of performance management issues, including:

**Session 1: Introduction to Performance Management** & Performance Management Myths (15.38 minutes)

**Session 2: Legal Context** - get these bits wrong and it will cost you (5.30 minutes)

**Session 3: Performance Management Systems and Processes** - the most common systems and processes (13.11 minutes)

**Session 4: Critical preparation** you need to do before each review and the **most common mistakes** managers make (14.56 minutes)

**Session 5: Feedback, coaching and communication** - how you say it makes a difference (14.27 minutes)

**Session 6: Dealing with sensitive issues** - tears, anger, gossip, BO and other lovely topics (20.06 minutes)

**Session 7: Probation Performance** reviews (8.24 minutes)

**Session 8: Dealing with Poor Performance** (16.16 minutes)

It is – just like attending a seminar all for the price of the buying ***Employee Performance Reviews: Tips Templates & Tactics***.

If you would like a copy of my e-book, please go to

[www.heartharmony.com.au/employeeperformancereviewtemplates.php](http://www.heartharmony.com.au/employeeperformancereviewtemplates.php)

I wish you every success in your performance reviews with your team.

Exuberantly yours



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## ***Role & Outcomes***

1. Can you describe what you think are the key goals and performance measures of this company?
2. Describe your current responsibilities.
3. In relation to the targets we set last year, can you describe how you believe you went?
4. How has your role made a difference to the organisation this year?
5. In your own words, what results characterize "exceeds expectations"?
6. What are you doing now that wasn't predicted last year?
7. Which work systems have you improved this year?
8. What "small wins" are you most proud of this year?
9. What takes the most time to do in your job?
10. What things that I may not know about, block your productivity?
11. Are we meaningfully measuring the most important parts of your job performance?
12. Which measures are we measuring just because we can, not because they tell us anything meaningful?
13. Where do you feel you went above and beyond the call of duty this year?
14. What are the most important things you need to deliver next year?
15. How will you know that you have delivered the outcomes?
16. How do your objectives contribute to the overall goals of the business?

## ***Satisfaction & Morale***

17. If you could change one thing about your job to make it more enjoyable, what would it be?
18. How could we use your talents and experience better?

19. How is your job different from what you expected it would be?
20. What interested you most about your job in the past year?
21. What project did you like most? Why?
22. Where are you the most effective in your job?
23. What frustrates you about your job?
24. What areas did you find yourself procrastinating over this year?
25. Where do you feel least effective in your job?
26. What can I do to help you increase your effectiveness?
27. What keeps you awake at night about your job?
28. Which policies did you find annoying, irritating or blocking you this year?
29. If you had to describe the personality of someone who is a success in the organisation, what would you say?
30. On a scale of 1 to 10 with 1 being none and 10 being extreme, how would you rate your level of job stress?
31. Where do you feel your delegated authority level is not high enough?
32. Tell me about your last performance appraisal. Which areas most disappointed you?
33. If a friend asked you, would you recommend they take a job here?
34. Are you getting enough day-to-day feedback about your performance in between reviews?
35. How would you rate morale in our company?
36. What could you have done better if we had given you the opportunity?
37. What extra responsibilities would you welcome that we haven't given you yet?
38. What can we do to improve our induction process?
39. (If with the company for less than 1 year) How is your job different from what you thought you would be doing at the interview?
40. How can I best reward you for good performance?
41. Is the amount of work we expect from you reasonable?

42. What is the most stressful part of your job?
43. What do you hate most about your job?
44. How can we improve your physical work environment?
45. How much productive time do you have working on tasks?
46. What MBTI/TMI profile are you, and why does this match/not match you?
47. What was your biggest mistake/error this year? What did you learn from it?
48. Why do you stay with our company?
49. If you could design your future dream role in the team, what would you be doing?
50. What "little niggles" about the team or the work environment are getting under your skin?
51. Do you feel like you are a valued team member?

## ***Fairness & Equity***

52. Have you observed any workplace bullying or harassment this year?
53. How could we increase the flexibility of your role, without impacting on the results of the team?
54. How fair are the pay and conditions of this job?
55. How equitable is the distribution of rewards?
56. Are work assignments and projects distributed fairly?

## ***Learning & Development***

57. What new skills do you need to develop to be effective in your current role?
58. What career opportunities are you looking for?
59. What new skills have you learnt this year?
60. What training and development did you do this year that you found to be the most helpful and enjoyable?

61. How effective is your mentoring by senior team members?

## ***Waste***

62. What machines or equipment needs upgrading or replacing?

63. What areas of waste and meaningless reports do you see?

64. If you could kill one useless meeting, which would it be?

## ***Teamwork***

65. How have you helped your team mates this year?

66. What problems do you see in our team in terms of teamwork?

67. How can we improve our teamwork next year?

68. How can we increase cross team collaboration next year?

69. Who are your most valuable peers & how can we help them to be even better?

70. Who are your most valuable subordinates & how can we help them to be even better?

71. Who is the best role model in the organisation?

72. Are there members of the team not pulling their weight?

73. How can we help you better understand the work that teams in other areas of the company do?

74. How can we improve the overall efficiency of our team?

75. How can we improve information sharing between team members?

## ***Management***

76. What should I as a manager continue to do, stop doing, do more of, or start doing?

77. How can I best manage you?

78. How can I improve how I manage our team?

## *Clients*

79. Which clients or groups of clients do you work most closely with?

80. What do you like most about your favourite clients?

81. How can we improve our client service?

82. Which clients do you find the most challenging?

83. How can improve our knowledge of the status of client projects?

84. If a client has a problem, do you feel you can correct their problem to their satisfaction?

## *Strategic View*

85. Where do you believe the business is headed?

86. What do our competitors do better than we do?

87. What do we do better than our competitors do?

88. What new trends are you seeing that we may not be aware of yet?

89. Have you referred clients to or used our company website? What was their feedback about the site?

90. What is the most important or difficult ethical dilemma in our organisation?

91. Is our organisation proactive or reactive to problems?

92. In regards to decision making, would you say that decisions take forever or are timely?

93. When our team makes a mistake, do you feel that we learn from our mistakes, or do we repeat them?

94. What can we do to retain our best people?

## *Communication & Involvement*

95. How can we better hear and make use of the views of our team members?
96. Which areas of communication take too long to reach you?
97. Do our company policies and procedures make sense?
98. Which policies and procedures do you refer to most?
99. Do you have enough involvement in decisions that affect your work?
100. How can we involve people more in decisions that affect their work?



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