

CPCS Performance Review Quick Guide for Managers

A one-page reference for preparing, conducting, and following up on employee performance reviews.

Before the Meeting

- ✓ Review the **full year** (September - August), not just recent months.
- ✓ Begin by reading the employee's self-evaluation. **Write your review of the employee:** about what *you* have observed about the employee's accomplishments, growth, and behaviors over the past year.
- ✓ Link what you have seen to **CPCS' values** of Courage, Accountability, Respect, and Excellence.
- ✓ Identify **2–3 key pieces of feedback (both positive and constructive)** that you want the employee to remember during the meeting.
- ✓ **Share the review form** 2–3 days before meeting to allow reflection.
- ✓ **Schedule enough time (45–60 min)** in a private, neutral setting.

During the Meeting

- ✓ **Thank the employee** for their time and set the expectation that the **meeting will be a dialogue** (not a one-way report from the manager).
- ✓ **Discuss both results (what) and behaviors (how)**, linking back to CPCS values.
- ✓ Be **specific** with feedback — highlight examples of success and growth.
- ✓ Balance **positive and constructive feedback** carefully. In general, try to focus more on strengths just as much as (or even more than) areas of need.
- ✓ Ask **open questions**: What went well for you? What was challenging? What support is needed?
- ✓ Collaborate on next steps — **make development plans** actionable and supportive.
- ✓ Set **new SMART goals** together (2–3 professional, 1–2 wellness).

After the Meeting

- ✓ Summarize key takeaways and **confirm shared understanding**.
- ✓ **Sign and upload the review to Monday.com** by the deadline.
- ✓ Schedule **regular check-ins** — with at least one formal check-in at mid-year — to track progress.

Best Practices and Reminders

- ✓ Keep tone balanced and constructive. This conversation is developmental, not disciplinary.
- ✓ Request feedback on your own supervision.
- ✓ Address performance issues directly, but with respect and empathy.
- ✓ **Never include medical, FMLA, or discrimination references.**
- ✓ Need help? Contact hr@publiccounsel.net for guidance, templates, or support with performance needs.