



Conversation Guide for People Managers and Employees

During the year-end review process it is important to allow time for both the people manager and employee to discuss expectations, reflect on performance and share development opportunities. Managers and employees that regularly meet to discuss performance goals and behaviors often view this process as part of an ongoing cycle of dialogue and feedback.

What are best practices for the year-end review conversation?

Table with 2 columns: For People Managers, For Employees. Rows include 'Prepare' and 'Calibration' sections with bulleted lists of best practices for each role.



For People Managers	For Employees
<p>Summarize discussion</p> <ul style="list-style-type: none">• Highlight key points; define next steps• Thank employee for contribution• Commit to continued employee investment and support of career goals• Articulate timeframe to establish goals and competencies for upcoming fiscal year	<p>Summarize discussion</p> <ul style="list-style-type: none">• Ask any final questions; define next steps