

Performance review report

All records

PEOPLE IN CYCLE

3

2026 mid-year · 12 review items

REVIEWS COMPLETED

67%

2 of 3 with a signed summary

WEIGHTED OBJECTIVE SCORE

3.3

average of 3 person scores, rated objectives only

RATINGS THAT ARE A 3

33%

of 9 rated items — a real spread

DEVELOPMENT GOALS

3

100% of people have at least one

CHECK-INS OVERDUE

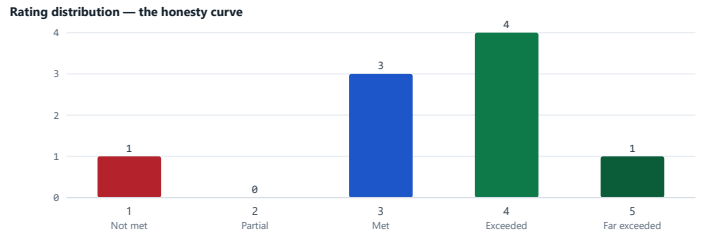
1

1 due in the next 30 days

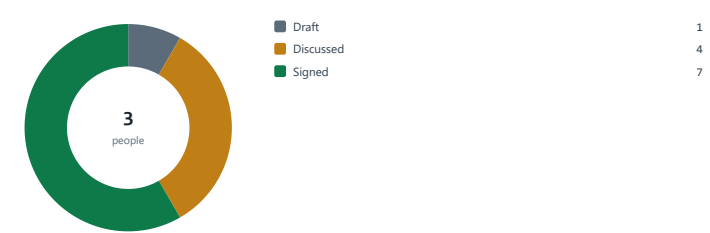
12 of 12 record(s) included. All records. Amounts in USD.



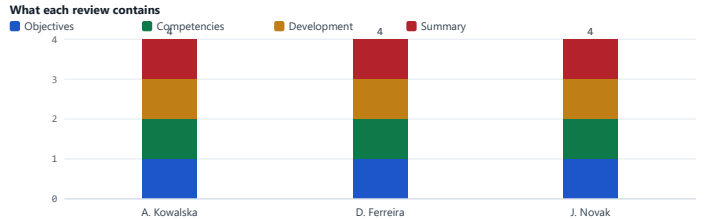
Each bar is $\Sigma(\text{rating} \times \text{weight}) \div \Sigma(\text{weight})$ across that person's rated objectives. Green exceeded, blue met, amber developing, red not met. Each bar is $\Sigma(\text{rating} \times \text{weight}) \div \Sigma(\text{weight})$ across that person's rated objectives. Green exceeded, blue met, amber developing, red not met.



A scale that is being used honestly produces a spread. A tower on 3 means the scale has collapsed into "fine" — appraisal theatre, not appraisal. A scale that is being used honestly produces a spread. A tower on 3 means the scale has collapsed into "fine" — appraisal theatre, not appraisal.



Items should travel draft → shared → discussed → signed. A cycle that ends with items stuck in draft was never really run. Items should travel draft → shared → discussed → signed. A cycle that ends with items stuck in draft was never really run.



A rounded review has objectives, competencies, development and feedback. A bar that is all one colour is a form being filled in, not a person being reviewed. A rounded review has objectives, competencies, development and feedback. A bar that is all one colour is a form being filled in, not a person being reviewed.

Cycle overview

PERSON	OBJECTIVES	COMPETENCIES	DEVELOPMENT	SUMMARY RATING	STATUS	NEXT CHECK-IN
A. Kowalska	1 · avg 3.0	1 · avg 4.0	1	4 / 5	Signed	2026-09-23
D. Ferreira	1 · avg 3.0	—	1	3 / 5	Signed	2026-08-04 — overdue
J. Novak	1 · avg 4.0	1 · avg 5.0	1	4 / 5	Draft	2026-09-08

Needs attention

PERSON	ISSUE	ITEM	OWNER
D. Ferreira	Check-in overdue since 2026-08-04	Delta account renewal lost	S. Patel
J. Novak	Summary not signed — acknowledgement outstanding	Mid-year summary	M. Reid

Review register

CYCLE	PERSON	ROLE	MANAGER	TYPE	ITEM	RATING	WT	MEETING	CHECK-IN	STATUS	WEIGHTED POINTS
2026 mid-year	A. Kowalska	Production supervisor	M. Reid	Objective	Reduce scrap from 4% to 2.5%	3	3	2026-07-19	—	Signed	9
2026 mid-year	A. Kowalska	Production supervisor	M. Reid	Competency	Team leadership	4	1	2026-07-19	—	Signed	4
2026 mid-year	A. Kowalska	Production supervisor	M. Reid	Development	Internal auditor training	—	1	2026-07-19	2026-10-08	Signed	0
2026 mid-year	A. Kowalska	Production supervisor	M. Reid	Summary	Mid-year summary	4	1	2026-07-19	2026-09-23	Signed	4
2026 mid-year	D. Ferreira	Sales executive	S. Patel	Objective	Grow repeat-customer revenue by 10%	3	3	2026-07-22	—	Signed	9
2026 mid-year	D. Ferreira	Sales executive	S. Patel	Feedback	Delta account renewal lost	1	1	2026-07-22	2026-08-04	Discussed	1
2026 mid-year	D. Ferreira	Sales executive	S. Patel	Development	Shadow the service desk one day a month	—	1	2026-07-22	—	Signed	0
2026 mid-year	D. Ferreira	Sales executive	S. Patel	Summary	Mid-year summary	3	1	2026-07-22	2026-09-18	Signed	3
2026 mid-year	J. Novak	Warehouse team lead	M. Reid	Objective	Cut picking errors from 0.9% to 0.5%	4	2	2026-07-28	—	Discussed	8
2026 mid-year	J. Novak	Warehouse team lead	M. Reid	Competency	Safety leadership	5	1	2026-07-28	—	Discussed	5
2026 mid-year	J. Novak	Warehouse team lead	M. Reid	Development	First-line management course	—	1	2026-07-28	—	Discussed	0
2026 mid-year	J. Novak	Warehouse team lead	M. Reid	Summary	Mid-year summary	4	1	2026-07-28	2026-09-08	Draft	4

Notes

Sample cycle — replace every entry with your own before relying on it or sharing it.

A review records a conversation; it does not replace one. If this form is the first the employee hears of a problem, the form is not the problem — the missing conversations during the period are. Ratings here are structured judgement against your own anchors, not measurements, and they are only comparable across people who were scored by the same standards. This is a record-keeping and preparation aid, not employment-law advice; requirements for performance documentation and how long it must be kept differ by country.