Performance review form

Score each line from 1 to 5, write an example for every 1, 2 or 5, and both sign at the end. Goals count 70%, ways of working 30%.

Company _____ Employee _____ Job title _____

Manager _____ Review period _____ Date of the review _____

1 Not meeting the standard	**2** Partly meeting	**3** Meeting the standard	**4** Above the standard	**5** Well above

1 Goals for the job

3 to 5 goals, agreed before the review

GOAL	WHAT GOOD LOOKS LIKE	SCORE	COMMENT OR EXAMPLE
		1 2 3 4 5	
		1 2 3 4 5	
		1 2 3 4 5	
		1 2 3 4 5	
		1 2 3 4 5	

2 Ways of working

the same for every job

ITEM	SCORE	COMMENT OR EXAMPLE
Attendance and time-keeping On time, absences reported before the shift	1 2 3 4 5	
Quality of work Work is right first time and checked	1 2 3 4 5	
Teamwork Helps others, shares information, no conflict left to fester	1 2 3 4 5	
Safety and company rules Follows the rules without being reminded	1 2 3 4 5	
Communication Raises problems early and says when something is done	1 2 3 4 5	

3 Outcome

Overall score: _____ / 5 Goals average × 70% + ways of working average × 30%

Strengths	What to improve

Training or support offered	Next review date

4 A fair process

fill in if the overall score is below 3, or any goal scores 1

A low score is a reason to help, not to dismiss. If performance does not improve, South African law expects you to show you did these things.

- [ ] The employee knew the standard expected (it was explained or written down)
- [ ] The standard is reasonably achievable
- [ ] Training, guidance or coaching was given. What and when: _____
- [ ] A fair time to improve was agreed. Review again on: _____
- [ ] The employee was given the chance to give their side, and it is written below

This review is not a warning or a dismissal. During probation the same applies: give guidance and hear the employee before deciding (items 17 and 18). Managers and senior staff may not need a warning that their job is at risk (item 20(2)). Based on the Code of Good Practice: Dismissal, Government Gazette 53294, Notice 3470 of 2025, items 17 to 20. A guide only, not legal advice.

5 Employee's own comments

in their words

Manager _____ Employee (seen, not necessarily agreed) _____ Date _____