



**Law Society
of Ireland**

**PERFORMANCE
MANAGEMENT
TEMPLATE 2**





PERFORMANCE MANAGEMENT TEMPLATE 2



PERFORMANCE REVIEW FORM

The Performance Review (PR) form should be used in performance review and probation review meetings.

The PR form seeks to put a structure on the performance review process in that it sets out objective and relevant criteria for assessing how someone has performed in the period under review.

Such performance review meetings should take place twice a year (mid-year and end of year) with informal check-ins also taking place during the 12-month period.

All people managers have a responsibility to ensure that these meetings happen and to ensure that their staff receive regular constructive feedback which acknowledges where performance standards have been met/exceeded but also where improvement is required.

Engaging in this process sends a positive message to staff that their contribution is valued and that their manager takes an interest in meeting their motivation, development and career planning needs. It also ensures that there is a paper trail in place to document performance history.

The rating scale on the attached sample PR forms is optional.

Performance Review Form

Name:	Position:
Manager:	Practice Area:
<hr/>	
Period Covered	To:
From:	
Annual review ()	
Probation review ()	

EVALUATION OF KEY OBJECTIVES

This section captures progress against agreed objectives for the review period. Each objective should be assessed by both the employee and manager with a brief summary of outcomes and any key learning. The focus should be on what was delivered, how it was achieved, and what can be improved going forward.

Objective/KPI What was agreed? Be specific and measurable where possible	Time Frame When was this to be completed or reviewed?	Employee evaluation What was delivered? What went well? Any challenges or learning?	Manager evaluation Assessment of outcomes, quality, and overall performance	Outcome
				Achieved
				Partly achieved
				Not achieved
				Achieved
				Partly achieved
				Not achieved
				Achieved
				Partly achieved
				Not achieved

EVALUATION OF COMPETENCIES

This section considers how work is carried out across key competencies. It focuses on behaviours, skills and overall contribution, rather than specific objectives. Both manager and employee should provide brief comments, supported by examples where possible.

Competency	Employee evaluation	Manager evaluation
Client relations		
Business development		
Organisation of work		
Ability to meet deadlines		
Teamwork/collaboration		
Self-development/ upskilling		

FUTURE TRAINING AND DEVELOPMENT NEEDS

This section identifies training and development priorities to support performance and future progression. The focus should be on relevant, practical development aligned to current responsibilities and agreed objectives.

Skill or Competency What area do you want/need to develop	Timeframe When should this be completed? (e.g. short, medium, long term)	Provider/ Method How will this be developed? (e.g. on the job learning, mentoring, formal training, CPD)	Cost Estimated cost, if applicable.	Comments Any additional context or rationale (e.g. link to role, objectives or career goals)

Notes: Capture any broader development goals, career interests, or support required.

OVERALL PERFORMANCE

This section provides a summary of overall performance during the review period, taking into account objectives, competencies, and general contribution. It should highlight key achievements, strengths, and any areas for improvement.

Summary of overall performance	
Manager comments	
Employee comments	

DEMONSTRATION OF CORE VALUES

This section assesses how consistently core values are demonstrated in day-to-day work. Ratings should be supported by brief comments or examples where possible.

Value	Rating: 1 = Lowest 5 = Highest	Comments
Can Do – Passion and Vigor		
Integrity – Act with Ethics and Honesty		
Customer Focus – Internal and External		
Accountability – Taking Ownership of Work		
Continuous Development – Growing with the Business		

OVERALL PERFORMANCE RATING

Based on overall delivery, behaviours and contribution during the review period.

Rating	1	2	3	4	5
Explanation	Fails to meet expectations	Meets some expectations	Meets expectations	Consistently exceeds expectations	Exceptional performance

SIGN OFF:

This section confirms that the review discussion has taken place and that both parties have had the opportunity to provide input.

Manager:		Employee:	
Date:		Date:	
Quarterly Check In's These are intended as short, informal touchpoints during the year to review progress, address any issues early, and adjust priorities where needed. They are not formal reviews, but a way to support ongoing communication and avoid surprises at year end.			
Q1 Check In Date:		Q1 Check In Date:	
Q2 Check In Date:		Q2 Check In Date:	
Q3 Check in Date:		Q3 Check in Date:	



This resource was developed by CascadeHR in consultation with the Law Society of Ireland.

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