

# **Best Practices for Requesting Feedback:**

A useful tool in the performance tool kit ...

## **Performance Reviews**

### **Use a collaborative and transparent approach.**

Before initiating a request for feedback, the supervisor should have a conversation with the employee about the feedback process, and how they will conduct it. Invite the employee to also provide the names of individuals from whom they would like to receive feedback.

### **Provide guidance.**

When requesting feedback, be clear about the type of feedback you want. Ask for feedback that is based on observable behavior. An example of a good feedback prompt is, "Please describe your personal observations of (employee's) strengths and areas for improvement related to their ability to guide your development." This is specific enough to yield actionable information, and encourages the person providing the feedback to cite actual situations and behaviors.

### **Prepare for the unexpected.**

The supervisor may receive information that is not expected. The supervisor should be thoughtful about what they intend to do – or not do – regarding the feedback. When in doubt, the supervisor may want to have a conversation with their supervisor or HR Unit Representative.

### **Own the feedback.**

Ultimately, the supervisor 'owns' the feedback. The supervisor should only use what really fits with their overall understanding of the employee, and things they have previously discussed with them. Feedback outside of what is already known might be something to pay attention to in the future, and perhaps set goals on if appropriate. It is not necessary to share all the feedback that is received, and the supervisor should reword comments and make them their own unless they have let the responders know up front that the comments may be shared in their entirety.

### **Use good professional judgment.**

Feedback is intended to supplement the supervisor's knowledge and must be used with good judgment. Other things to consider include the intent of the person giving it, the validity of the comments, and understanding of the context/work environment, etc.

### **Don't operate in a vacuum.**

If you have questions about how to ask for and utilize feedback, reach out to your supervisor or your HR Unit Rep.

### **Note!**

Provided feedback, by default, will not be visible to the employee. If the supervisor clicks (checks) the box next to the feedback that reads 'Attach to ePersonnel File,' the feedback will be visible to the employee exactly as written, and will be uploaded to the employee's ePersonnel file when the review is finalized.