 Supervisor Guide for Supplemental  
Performance Feedback

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| 1. **PLANNING** |
| An employee’s immediate supervisor conducts the performance appraisal; however, supervisors may use multiple inputs to collection information about the employee’s performance. When input is sought from other sources, the supervisor should plan in advance for the following:   * 1. How will the input be solicited?   2. When will the input be requested?   3. Why is the input being solicited?   4. Who will be asked to provide input? |
| How will the input be solicited? |
| Whether the input is solicited orally (by phone or face-to-face meeting), or by a form, the individual providing the input must be advised how their feedback will be used (for performance or professional development purposes) and that confidentiality is *not* guaranteed. Once the feedback is documented, the feedback becomes a matter of record and subject to disclosure should the employee request it. This should not deter a supervisor from seeking multiple inputs but it is an important factor for the individuals providing the feedback. |
| When will the input be requested? |
| When multiple inputs are determined to be valuable for the performance evaluation or for professional development purposes, the timing of the feedback should be considered depending on the type of position and the nature of the work. Input that is solicited during major milestones of a project, at the conclusion of a project/assignment, or annually in March in preparation for the annual performance evaluation, may emphasize different aspects of the employee’s performance. An awareness of how the timing may affect an individual’s feedback should be considered in advance. |
| Why is the input being solicited? |
| Multiple-source input can be used to evaluate performance or as a developmental tool for the employee. The individuals who are asked to provide input should be informed how their feedback will be used. Individuals may be more willing to provide input when it is used for the professional development of the employee rather than for purposes of arriving at a performance rating. |
| Who will be asked to provide input? |
| Customers and other supervisors/managers may be sources of multiple inputs. However, each group will have a different perspective and view point when they provide feedback. Consideration should be given regarding the sources used and their perspectives in relation to the performance expectations and/or professional development needs of the employee. |
| What information will be provided? |
| A copy of the employee’s job description should be provided to any individual asked to provide input. Additionally, if specific performance expectations have been developed for the position, that information should be provided as it relates to the individual’s interaction with the employee. |
| When should the supervisor decide if multiple inputs will be collected? |
| The decision to use multiple inputs should be decided in advance, during the planning stages of the performance appraisal process. The department head should be involved in the decision to collect multiple inputs as well. Advance notice should be provided to the employee and to any individuals who are selected as sources of input. Additionally, it may be that some of the selected sources will decline to provide input. If that is the case, asking in advance will eliminate any last minute surprises. |

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| 1. **INSTRUCTIONS** | | | | | | | | | | | | | | | |
| * 1. Contact individuals identified during the planning process as sources for performance input.      1. Disclose the purpose of the performance input, the applicable period for the input and the employee’s access to their performance input.   2. Discuss with the employee the sources from which you will be gathering performance input.   3. Provide this Supplemental Performance Feedback form to individuals providing performance input and the due date for the form’s completion. Additionally, provide a copy of the employee’s job description and performance expectations, if available. | | | | | | | | | | | | | | | |
| **EMPLOYEE INFORMATION** | | | | | | | | | | | | | | |
| Employee Name: | Enter name | | | | | | | | | Title: | Enter title | | | |
| Evaluation Period: | | *From* | | Enter from date | | *Through* | | Enter through date | | | | Date Prepared: | Enter date prepared |
| Supplemental Performance Feedback provided by: | | | | | | | Enter name | | | | | | |
| Relationship to Employee: | | | Peer | | Customer | | | | Other Supervisor/Manager | | | | |
| If other, please explain: | | | Enter other explanation | | | | | | | | | | |
| 1. How will the input be solicited? | | | | | | | | | | | | | |
| Enter comment | | | | | | | | | | | | | |
| 1. What is the usual topic of those interactions? | | | | | | | | | | | | | |
| Enter comment | | | | | | | | | | | | | |
| 1. Please comment on the employee’s performance in those performance factors relevant to your interaction with the employee. | | | | | | | | | | | | | |
| 1. Functional and technical skills | | | | | | | | | | | | | |
| Enter comment | | | | | | | | | | | | | |
| 1. Communication skills | | | | | | | | | | | | | |
| Enter comment | | | | | | | | | | | | | |
| 1. Customer service | | | | | | | | | | | | | |
| Enter comment | | | | | | | | | | | | | |
| 1. Problem solving and decision making | | | | | | | | | | | | | |
| Enter comment | | | | | | | | | | | | | |
| 1. Inclusiveness | | | | | | | | | | | | | |
| Enter comment | | | | | | | | | | | | | |
| 1. Commitment to quality and quantity of work | | | | | | | | | | | | | |
| Enter comment | | | | | | | | | | | | | |
| 1. Collaboration/teamwork | | | | | | | | | | | | | |
| Enter comment | | | | | | | | | | | | | |
| 1. If the employee is a supervisor or manager, please comment on the employee’s performance in those supervisory performance factors relevant to your interaction with the employee. | | | | | | | | | | | | | |
| 1. Developing direct reports | | | | | | | | | | | | | |
| Enter comment | | | | | | | | | | | | | |
| 1. Managing and measuring work | | | | | | | | | | | | | |
| Enter comment | | | | | | | | | | | | | |
| 1. Motivating others | | | | | | | | | | | | | |
| Enter comment | | | | | | | | | | | | | |
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