



# Classified Staff Performance Appraisal

Office of Human Resources  
100 College Park Building  
Bowling Green, Ohio 43403  
(419) 372-8421  
Fax: (419) 372-2920

## PREPARING FOR FEEDBACK SESSIONS

Many people associate feedback with only negative situations and thus are uncomfortable, whether they are the provider or the receiver of feedback. As the provider of feedback, you may fear hurting someone's feelings or having them become angry or defensive. As the receiver of feedback, you may fear criticism and be uncertain how you will react. Either situation may make you nervous or apprehensive about the feedback discussion.

You can increase your comfort level with feedback if you utilize the process to recognize and reinforce positive, effective behavior as well as to identify opportunities to improve job performance. The more giving and receiving feedback becomes an on-going process, the more comfortable you become.

Feedback can be either an informal or a formal process. The following guidelines focus on mid-year and year-end formal and documented performance discussions. These guidelines will help ensure that the feedback discussions will be effective and productive.

1. Consider the session as an opportunity to discuss together strengths, progress made on goals, and areas of improvement which would further enhance job performance. These sessions are intended to be a dialogue, with good, two-way interaction.
2. Review the job description, the performance areas and examples from the appraisal form, and the goals for the current year. Identify specific examples of strengths and improvement areas.
3. Use the appraisal form to make notes to take to the discussion.
4. Schedule the session at a mutually convenient time and in a location free from distractions and interruptions. Utilize a private and neutral setting, such as a conference room.
5. Prepare yourself for the discussion by:
  - Breathing deeply to relax.
  - Planning to share input as well as to listen.
  - Avoiding defensiveness, anger, or frustration.
6. Use the following format for the discussion:
  - Strengths demonstrated and positive contributions made during the evaluation period
  - Progress made toward achieving goals
  - Areas of improvement and how those will be addressed
  - How the employee and supervisor will work together

Consider having the employee initiate the dialogue on each item above, followed by the supervisor's input. This may help make the discussion more comfortable for each.

7. At the end of the discussion, summarize strengths, improvement areas, and action plans. Document the discussion using the appraisal form.

Remember that the objective of the session is an open, healthy dialogue between both parties intended to reinforce what is going well and to focus collaboratively on improvement areas. Both the supervisor and the employee have important roles to play in order to achieve an effective dialogue.