Principles of Giving Feedback

1. Give feedback as soon after the event as possible.

2. Focus on the positive.

3. Feedback should be given formally and informally wherever possible, especially constructive feedback.

4. Stay in the here and now, don't bring up old concerns of previous mistakes, unless this is to highlight a pattern of behaviors.

5. Focus on behaviors that can be changed, not personality traits.

6. Talk about and describe specific behaviors, giving examples where possible, and do not evaluate or assume motives.

7. When giving constructive feedback, suggest alternative behaviors.

8. Feedback is for the recipient, not the giver – be sensitive to the impact of your message.

9. Consider the content of the message, the process of giving feedback and the congruence between your verbal and non-verbal messages.

10. Be clear about what you are giving feedback on and link this to the employees' overall professional development and/or intended program outcomes.

Provide frequent, fair and accurate informal feedback. Effective feedback provides information and opportunity for employee growth and development within the organization.

Productivity begins with Employee Engagement.

For more information on Employee Satisfaction and Engagement, please visit: www.cpms.osd.mil/worklife

Civilian Personnel Policy