A Model for Providing Feedback

STAR/AR

The STAR/AR approach can be used to give both positive feedback and feedback for improvement.

When using STAR for feedback...

- **STAR/AR**
  Situation/Task (ST) provides the context for the person's actions and helps explain the importance of the actions.
- **STAR/AR**
  Action (A) provides details on the person's performance—what the person actually said or did.
- **STAR/AR**
  Result (R) shows the outcome and impact of the person's actions.
- **STAR/AR**
  STAR/AR an alternative action -- something the person could do that yields a more desirable result.

Purpose and Scope

The employee satisfaction and engagement initiative focuses on areas resulting from an analysis of employee responses to the Department and Office of Personnel Management employee survey questionnaires, as well as employee engagement literature research. An analysis of employee survey responses indicates a need to market and provide more understandable information on benefits information.

Accordingly, since January 2010, employee satisfaction and engagement launched its new benefits tools and information sheets available for employee use. Literature research further indicates that managers directly influence employee engagement and drive high performance by providing clear performance expectations and fair and accurate feedback, ensuring open lines of internal communication and supporting employee career development goals.

For more information on Employee Satisfaction and Engagement, please visit:

www.cpms.osd.mil/worklife

This is published as part of the efforts in the DoD Employee Satisfaction and Engagement Campaign 2010.

Productivity begins with Employee Engagement.

Provide Frequent, Fair and Accurate Informal Feedback

August 2010
Information and Guidance

Employee Satisfaction and Engagement

Productivity begins with Employee Engagement.

Civilian Personnel Policy

Provide Frequent Fair and Accurate Informal Feedback

Department of Defense managers and supervisors are encouraged to develop highly effective organizations that strive to ensure the success of both its mission and its employees. Providing informal feedback should always involve positive and constructive guidance or opinions that help employees work towards achieving career and professional development goals.

When employees are performing in an excellent manner, it is important for managers and supervisors to acknowledge this by providing positive and supportive feedback. When employees fall short of expectations, it is imperative that managers and leaders support the employee by positively reinforcing organizational goals and expectations and providing advice and guidance on ways to improve performance.

Managers and supervisors can promote healthy organizational work environments by routinely providing informal feedback to employees in a positive manner.

10 Tips to Assist with Providing Frequent, Fair and Accurate Informal Feedback

1. Focus on the situation, issue or behavior, not the person.

Coordinate with employees for effective problem solving. Dwelling on an employee's setback may cause low employee morale within the organization.

2. Provide enough detail to make the feedback understandable and meaningful.

Gather all the information needed and supporting details before expressing your opinions and ideas.

3. Listening can improve quality, breadth and depth of the feedback.

Taking time to listen and to comprend employee concerns can effectively improve the organization.

4. Support the self-confiedence and self-esteem of the other person.

All employees should have confidence to achieve their tasks including having confidence in others.

5. Maintain constructive relationships.

Constructive feedback should be done reciprocally from the employee to the manager.

6. Take initiative to make things better.

Be a leader when the occasion calls for it, but be sure to coordinate with others in the organization to complete targeted goals.

7. Sandwich constructive feedback within positive feedback when possible.

Provide your opinions and thoughts on a particular topic but reinforce it with something positive.

8. Feedback can happen anytime and sometimes a pat on the back is all that is needed.

Words of appreciation from the manager or supervisor can really motivate employees to strive for success.

9. Don't forget to pause to allow the other person to express themselves.

Pausing after speaking a sentence can give time for you to reflect on what was said while giving time for the recipient to adhere to the information as well.

10. Explain your role and your rationale.

Giving your opinions and explaining your role will provide evidence for the purpose of the feedback.