



United States Nuclear Regulatory Commission

Protecting People and the Environment



LET'S TALK!

Improving Performance Feedback Discussions for Employees and Supervisors

Office of Human Resources

THE PURPOSE OF PERFORMANCE FEEDBACK

Share observations on what
and how we are doing —
relative to expectations and goals.

Recognize
our areas of
strength



and enhancing
areas we can
improve

*Each of us can continue to improve
our skills, knowledge, and abilities
... so let's get started!*

WHY?

Our agency's personnel and the technologies and industries we regulate, and the tools and processes we use to do our jobs, are in constant

change

To continue being effective in this environment we must constantly

learn



Learning not only includes new areas, but also constantly seeking to

improve

“Our responsibility is to do what we can, learn what we can, improve the solutions, and pass them on”

*— Dr. Richard Feynman
US educator, physicist,
Nobel Laureate*

EMPLOYEES

Don't wait – you can
ASK for feedback!

Recognize that your supervisor may not always detect your interest in getting quick or informal feedback.



You can ask ***“How’d I do?”***

or

Offer your own self-assessment:

***“There are some things
I could improve.”***

Then ask ***“What do you think?”***

SUPERVISORS

Be **clear** in your expectations,
and give frequent feedback

Ask your employees...
**“Have I been clear on what is to be
accomplished?”**

When providing expectations

- Be respectful
- Write them when possible
- Check understanding
- Invite questions
- Listen carefully and with understanding
- Practice stewardship
- Support employee growth
- Build community feeling

*“Never tell people **how** to do things. Tell them what you want them to achieve and they will surprise you with their ingenuity.”*

— General George Patton

SUPERVISORS

***Give timely feedback
whenever appropriate.***

***“Good job! Nicely done!”
“Would you like some tips
to improve next time?”***

When giving feedback

- Be respectful
- Note “Feedback delayed is feedback denied”
- Ask before providing constructive feedback
- Be sincere and specific
- Use ‘coaching’ technique
- Be consistent with all

*“For me, [stage acting] is mostly a way to...
get immediate feedback from the audience.”*

— James Franco, actor

*“All the world’s a stage, and all the men and
women merely players”*

— William Shakespeare

ASKING FOR, GIVING, AND RECEIVING FEEDBACK ISN'T JUST A TWICE A YEAR DISCUSSION

*Look for opportunities to
talk frequently and honestly
about how we can all improve*



***Employees asking supervisors
Supervisors asking employees
Peers asking peers***

Respect each other

Listen to each other

Learn from each other

*“It is the province of knowledge to speak, and it is the
privilege of wisdom to listen.”*

— Oliver Wendell Holmes

**SO LET'S ALL
GET IN THE HABIT AND
BREAK THROUGH THE
SOUND BARRIER**

***Employees ask:
“How'd I do?”***

***Supervisors ask:
“Have I been clear?”***

***“Would you like
some tips?”***

*“Communication works for those who work at it.”
— John Powell, Musician*

VALUES OF PERFORMANCE FEEDBACK

*We reaffirm our **Commitment** to protecting the public health and safety whenever our actions reflect our values —*

- **Respect** individuals' roles, diversity, and viewpoints
- Act with **Integrity** in our working relationships, practices, and decisions
- **Cooperate** in planning and managing the work of the agency
- Be **Open** in our communications and decisionmaking
- Lead us to **Excellence** both in our individual and collective actions
- **Provide High-Quality Service** to the public and other stakeholders who are affected by our work

This flyer is a product of the NRC Senior Executive Service Candidate Development Program Class of 2008 with the hope that it fosters frequent and effective dialog among all agency personnel on how we can improve.



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