

Considerations When Providing Upward Feedback

*Upward Feedback Surveys are anonymous and only Supervisors with more than 3 Team Members will receive results to protect Team Member anonymity. Those Team Members on teams smaller than 3 can waive their anonymity if they would like to provide their Supervisor with feedback.

Purpose and Benefits of Upward Feedback

1. Provide Support for People Leaders

- Continuous growth and development isn't just for team members. It should be available to everyone at the State of Missouri – and that includes real time coaching and feedback for people leaders
- Feedback about how well they develop, recognize, and support team members will allow leaders to develop their coaching skills in meaningful ways

2. Emphasize a Growth Mindset across the State of Missouri

- Allowing team members to share feedback shows the state's commitment to supporting growth and development at all levels
- When feedback is shared often and across more levels, it becomes less threatening and a part of a culture that sees that it can always improve

3. Improve Team Performance

- Research has shown that supervisors who are good coaches also tend to have higher performing teams

Rating Scale Examples for Upward Feedback

Rating Scale	Description
5 Always	Supervisor consistently makes time for the team member to meet and discuss expectations. Supervisor clearly defines expectations . Supervisor consistently develops people , is known as someone who cares about their team members and consistently acknowledges the team members for their contributions. Recognized as a supervisor people want to work for.
4 Often	Supervisor makes time for team members most of the time. Supervisor defines expectations, but the expectations are not always clear . Supervisor does a good job at recognizing and caring for the team, but still has room to grow in this area. Recognized as a high-performing supervisor with strong people skills.
3 Sometimes	Supervisor is inconsistent in making time for team members and in discussing expectations. Supervisor defines expectations up front, but at times misses this opportunity. Supervisor inconsistently recognizes team member contributions. Supervisor is seen as inconsistent in developing people.
2 Rarely	Supervisor rarely engages in developmental conversations with team members and does not usually set clear expectations . Supervisor has not shown consistent commitment to caring for and developing people. Supervisor needs to develop and improve people development skills to perform effectively in the role.
1 Never	Supervisor displays a lack of commitment to developing people. Supervisor does not make themselves available for ENGAGE conversations , to communicate expectations, or to show that they care about people development . Overall, Supervisor does not do a good job in any of the areas of coaching and development for their people . Immediate action is required to improve performance and/or behavior.

For best results print on legal-size paper, double sided

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Things to Consider When Providing Upward Feedback

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| <p>1 I feel connected to my supervisor.</p> | <p>Question 1 captures the amount and quality of time your supervisor provides to you. Does your supervisor make time for you when you need it most? Does he or she demonstrate that team members are a top priority?</p> |
| <p>2 I clearly understand what is expected of me in my role.</p> | <p>Question 2 captures the clarity your supervisor provides you about your work. Does your supervisor set clear expectations for your work? Does your supervisor give you direction when you are not meeting expectations?</p> |
| <p>3 I receive meaningful feedback from my supervisor that helps me improve my performance.</p> | <p>Question 3 captures the quality of feedback your supervisor provides you. Do you leave ENGAGE conversations with a clear understanding of your performance level? Do you leave with concrete next steps and specific ways you can continue to develop and improve?</p> |
| <p>4 I receive recognition for a job well done from my supervisor.</p> | <p>Question 4 captures the frequency and quality of recognition your receive from your supervisor. Consider how often you feel fully appreciated by your supervisor for exceptional work. Does he or she thank you for a job well done?</p> |
| <p>5 I am challenged to grow professionally by my supervisor.</p> | <p>Question 5 captures the emphasis your supervisor places on your professional growth. Consider how often you meet to discuss professional growth. Does your supervisor help you develop concrete plans for future development?</p> |
| <p>6 My supervisor removes barriers so that I can do my job effectively.</p> | <p>Question 6 captures how well your supervisor can clear your path of obstacles. Consider how often your supervisor provides you with the tools you need to do your job. Does your supervisor mitigate issues that are beyond your ability to solve or overcome?</p> |

Things to Consider When Providing Upward Feedback Comments

What should I include in my Upward Feedback comments?

- Include comments that help identify your **Supervisor’s unique strengths and/or areas where development is needed**. Think of the comments as an opportunity to coach your supervisor
- Coaching can mean **recognizing great work** and **telling your supervisor some of the things they do really well**
- You can also provide **constructive coaching that helps your supervisor identify some specific development areas** to focus on in the future
- Whether you’re commenting on things your supervisor does really well or providing developmental feedback, **be sure to choose your words with care**. Imagine yourself receiving the feedback you have to give your supervisor. **Has the feedback been written thoughtfully? Is the feedback specific enough?**
- Remember, **no one other than your supervisor will see the responses you add to this survey**. It’s important to **contact your local HR if you need to report equal opportunity violations, sexual assault, sexual harassment, fraud, waste, abuse**, or any other concern you should elevate

Examples of Good Upward Feedback	Examples of “Not-So-Good” Feedback
My supervisor cares about my career goals and always makes time for our ENGAGE’s. She listened to me and helped me find opportunities to practice new skills and improve.	My supervisor is pretty good. I like them.
My supervisor does not set clear expectations for me which makes it difficult to prioritize my work properly.	My supervisor is not good at their job.
While my supervisor is kind, but she is a bit disorganized. It would be helpful if she spent some time prioritizing before assigning work.	My supervisor is nice but isn’t really a great supervisor.
My supervisor has really improved her coaching skills in the last few months. I can tell she is working on her growth & development.	My supervisor doesn’t pay attention to me.

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