HCI

DoD Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo)

Giving and Receiving Feedback for Supervisors

Course Pre-Brief

- **Training session: 25-35 minutes**

- Please keep all microphones on mute

- Hold all questions until the end of training - we will have a brief Q/A session at the conclusion of training

- The slide deck, survey, and training links will be posted to the chat prior to the conclusion of training

- Please complete course survey within 3 working days after this training session

- Take notes, stay engaged, and prepare to learn!

> Several questions will be integrated periodically into the training for your self-reflection as a supervisor. After each question, take 10-15 seconds to reflect and feel free to share your thoughts amongst yourselves in the chat!

Course Objectives

By the end of the course you will be able to...

Understand the required CCAS feedback conversations and how to deliver them.

Apply and develop constructive feedback skills using proven methodology.

Conduct difficult conversations with confidence and professionalism.

Communicate appraisal results effectively for fostering employee growth.

Giving and Receiving Feedback to Penny

Microsoft Stream

👨🏾‍🏫Feedback Challenges

What is your biggest challenge with giving feedback?

1. Knowing what to say
2. Timing of the feedback
3. Ensuring feedback is well received
4. Making feedback actionable

"It's important to have a feedback loop, where you're constantly thinking about what you've done and how you could be doing better"

– Anonymous

CCAS Required Conversations

Three critical CCAS conversations are required by policy and should be used to address any issues or course corrections sooner rather than later.

Contribution Planning — **1**

Align employee contributions with organizational goals, establish expected Overall Contribution Scores (OCS), and discuss quality ratings.

2 — **Midpoint Review**

Assess progress, address any challenges, and adjust expectations as needed

Annual Appraisal — **3**

Communicate final assessment results, the employee's OCS rating, performance rating, salary adjustments, and contribution bonuses or awards if applicable.

ⓘ Remember, while these conversations are policy - it is important to have ongoing dialogue with your employees throughout the year.

Maintaining the ongoing dialogue ensures there are no **surprises** during the appraisal process and helps build **trust** between supervisors and employees.

Feedback Conversations Breakdown

1

Contribution Planning

Example: *an employee is new to a project.*

During the Contribution Planning discussion, you would outline the project's goals, explain how their role fits into the bigger picture, and set specific, measurable objectives for them.

This sets a clear roadmap for what they need to achieve and how their success will be measured.

2

Midpoint Review

Example: *an employee halfway through the project who is facing unexpected challenges.*

During the Midpoint Review, you would discuss these challenges, offer support or resources to overcome them, and adjust their goals if necessary.

This helps keep the project on track and the employee motivated.

3

Annual Appraisal Discussion

Example: *an employee who has consistently met their objectives throughout the year.*

In the Annual Appraisal Discussion, you would review their performance, explain their OCS rating, discuss any salary adjustments or bonuses they've earned, and outline areas for future growth.

This conversation not only recognizes their achievements but also sets the stage for their continued development.

👨🏾‍🏫Confidence in CCAS Conversations

Which of the three required CCAS conversations do you feel most confident about conducting?

1. Contribution Planning.

2. Midpoint Review.

3. Annual Appraisal Assessment.

Giving Constructive Feedback

Why Feedback Matters

Feedback helps build understanding of goals and expectations. It encourages continuous improvement.

The SBI Model

Describe the **situation, behavior,** and **impact** of the behavior.

Tips for Effective Feedback

Use specific examples, invite two-way communication, and highlight progress and opportunities for growth.

> The SBI model is one we encourage but not mandated.

Cont. Giving Constructive Feedback

Situation

Describe the specific situation.

"During last week's team meeting..."

Behavior

Describe the observed behavior.

"...I noticed you interrupted your colleagues multiple times."

Impact

Explain the impact of the behavior.

"...This caused some frustration among team members and disrupted the flow of the meeting."

How To: SBI Feedback Model #1

Microsoft Stream

Effective feedback should be specific, invite two-way communication, and highlight progress and opportunities for growth.

Importance of Constructive Feedback

1 **Builds Trust**

Thoughtful feedback builds trust and encourages growth.

Providing honest and supportive feedback, employees are more likely to trust your intentions and feel valued.

2 **Aligns Efforts**

Feedback aligns team efforts with organizational objectives.

Regularly discussing performance and expectations, you ensure everyone is working towards the same goals.

3 **Strengthens Relationships**

Regular feedback strengthens relationships with team members.

Supervisors who consistently provides constructive feedback fosters a supportive environment where employees feel comfortable discussing their progress and challenges.

👨🏾‍🏫 Frequency of Feedback

How often do you provide constructive feedback to your team?

1. Regularly (weekly/monthly).

2. Occasionally (quarterly).

3. Rarely (once or twice a year).

Regular feedback is key to continuous improvement. We'll discuss strategies to incorporate more frequent feedback into your routine.

Handling Difficult Conversations

Planning the Conversation

Anticipate reactions and prepare responses. Stay focused on key objectives.

Example:

If you need to address an employee's poor performance, plan your key points and consider how they might react.

Stay focused on your objectives and be ready to manage the conversation constructively.

Giving Corrective Feedback

Use the SBI model for clarity and professionalism.

Example:

Last Tuesday, during the client presentation, you missed several key points we had discussed. This impacted our credibility with the client.

Let's talk about how we can ensure you're better prepared next time. This approach ensures the feedback is specific and actionable.

Managing Outcomes

Collaborate on solutions and actionable next steps.

Example:

After giving corrective feedback, work with the employee to develop a plan for improvement, such as additional training or setting more specific goals.

Handling Difficult Conversations

Skill Development

Every supervisor needs to develop skills for handling difficult conversations.

A few of these skills to develop:

- Active listening
- Emotional intelligence
- Empathy
- Conflict resolution
- Patience
- Problem solving

Preparation is Key

Plan the meeting, consider the employee's perspective, and prepare key points.

Clarity is Essential

Use the SBI model to ensure feedback is specific, objective, and constructive.

👨🏾‍🏫Positive Outcomes

Have you ever had a difficult conversation that ended positively?

1. Yes, often.

2. Occasionally.

3. Rarely or never.

How To: SBI Feedback Model #2

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Communicating Appraisal Results

Key Topics

- Final Annual Appraisal, factor scores and Overall Contribution Score (OCS)

- Performance Appraisal Quality Level (PAQL) and Rating of Record (RoR)

- Contribution Rating Increase (CRI)

- Contribution Award (CA)

- Carryover Award, if applicable

- Areas for future growth and contribution

Guidelines

Ensure clarity in the conversation.

Annual Appraisal Discussion

Review Scores

Review the employee's final scores, including their PAQL rating and how it was calculated.
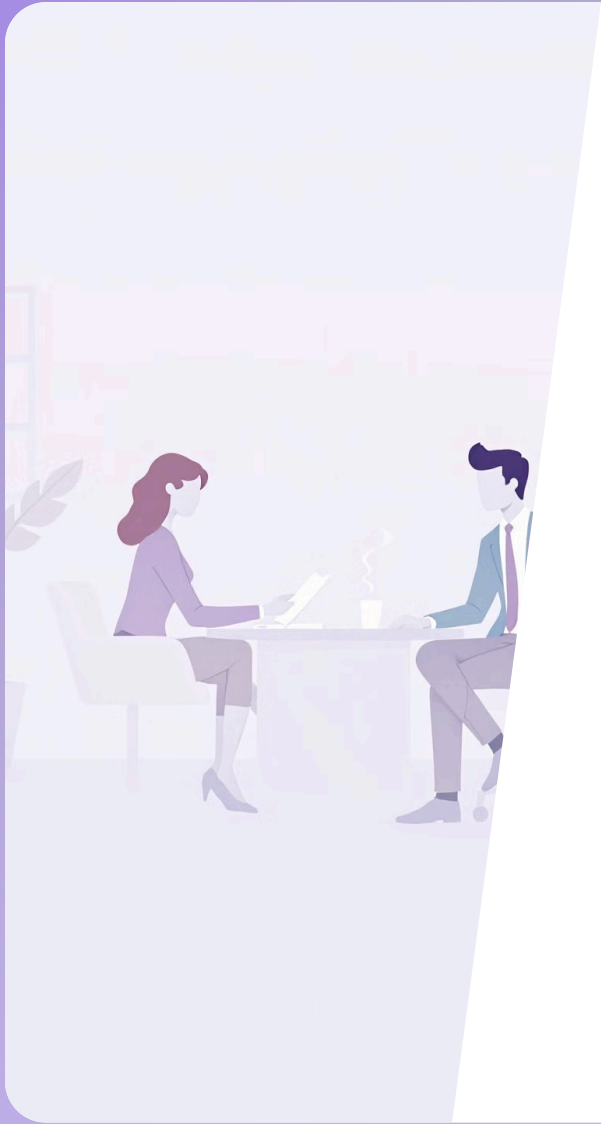
Salary Adjustments

Explain any salary adjustments or bonuses they will receive.

Growth Opportunities

Discuss opportunities for growth and development.

👨🏾‍🏫Critical Parts of Appraisal

What do you think is the most critical part of delivering appraisal results?

1. Explaining scores clearly.

2. Discussing growth opportunities.

3. Addressing employee concerns.

4. All of the above.

Summary and Next Steps

- **Key Takeaways**:
  - Feedback is an ongoing process.
  - Prepare and plan for all conversations.
  - Use tools like the SBI model for clarity and impact.

> The survey for this training session will be posted after training is concluded - please complete within 3 working days upon conclusion of this training session.

👨🏾‍🏫Immediate Application

Which skill from today's training do you plan to apply immediately?

1. Conducting required conversations.

2. Using the SBI model for feedback.

3. Preparing for difficult conversations.

4. Communicating appraisal results effectively.

5. All the above.

Conclusion

As we conclude this training, remember that feedback with your employees is not a one-time event.

It's an ongoing process that requires preparation, planning, and a commitment to fostering growth.

Thank you for your participation in today's course.