



**PERFORMANCE FEEDBACK and DEVELOPMENT  
For Support, Administrative and Management Employees**

Name: \_\_\_\_\_

Position: \_\_\_\_\_ Review Period \_\_\_\_\_

Department: \_\_\_\_\_ Supervisor: \_\_\_\_\_

**At Brandon University we believe providing feedback and supporting development is integral to recruiting and retaining an engaged workforce. Performance management should be ongoing, consistent and transparent. Moreover, establishing individual objectives and development plans should help to support the goals of the employees, the department and overall goals of the University.**

Performance management is the continuous process of providing feedback, setting objectives and establishing a development plan in an effort to support employees and position them for success in the University.

The Performance Feedback and Development resource is divided into three sections: **Feedback, Objectives, and Development & Career Planning.**

**FEEDBACK**

The feedback section provides the opportunity for a conversation regarding overall performance of the previous year period, including progress on objectives established for the previous review period. Areas of strengths and potential areas for improvement should be highlighted in this section. The manager and the employee provide an feedback summary that reflects the conversation.

**OBJECTIVES**

Establishing objectives for the year ahead follows the feedback section and the identification of key areas/initiatives/projects that will help to support the department in relation to the individual's current position. Objectives should be jointly agreed upon by the employee and the Manager. Once identified, the objective(s) should be specific and measurable and should include the support mechanisms that will be put in place for the employee as well as the timeframes where measurable will be evaluated.

**DEVELOPMENT & CAREER PLANNING**

The section allows employees to indicate what their career scenario and corresponding development plan going forward. The development plan should reflect those areas that will support the employee in their current role with respect to both job improvement and job enrichment. It should also include readiness development for future positions if this is identified in as part of the career plan.

**SECTION I. FEEDBACK (prior year)**

**MANAGER'S FEEDBACK** (provide an overview of employee performance and completion of or progress on objectives over the prior *year*).

**EMPLOYEE SELF-REFLECTION** (provide an overview of your own performance and completion of or progress on objectives over the prior year)

**Contributions:** List any contributions you've made over the past year over and above the work prescribed in your position description. Include any project experience and/or initiatives you've brought forward to improve efficiencies in your area and/or more broadly adopted in the university.

**SECTION II. OBJECTIVES** (the employee and Supervisor will jointly establish objectives for the *year* ahead). Develop 3 – 5 objectives following the SMART model that will support the priorities of the unit:

**Specific – Measurable – Achievable – Realistic - Timely**

<b>Objective:</b>	
<b>ACTION:</b> 1.	<b>TIMING:</b> 1.
2.	2.
<b>Objective:</b>	
<b>ACTION:</b> 1.	<b>TIMING:</b> 1.
2.	2.
<b>Objective:</b>	
<b>ACTION:</b> 1.	<b>TIMING:</b> 1.
2.	2.
<b>Objective:</b>	
<b>ACTION:</b> 1.	<b>TIMING:</b> 1.
2.	2.

**\*See Appendix A for additional objectives**

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### SECTION III. DEVELOPMENT & CAREER PLAN

This section includes your career plan and identifies the areas that you would like to develop (either in terms of your knowledge or your skills) – this may relate to either your current position, or a future position (or both). Please include the specific actions you will take to develop in that area. Finally indicate when you plan to complete this activity.

<b>What is your career plan for the next 1 – 3 years?</b>	
<b>Development Plan (current position):</b>	
<b>ACTION:</b> 1.	<b>TIMING:</b> 1.
<b>ACTION:</b> 2.	<b>TIMING:</b> 2.
<b>Development Plan (future opportunities)</b>	
<b>ACTION:</b> 1.	<b>TIMING:</b> 1.
<b>2.</b>	<b>2.</b>

<b>SIGNATURES</b>	
Employee Signature	Date
Supervisor's Signature	Date
Budget Unit Head Signature (Optional)	Date

**Additional Comments (optional):**

**Employee/Supervisor retain a copy and return the original Performance Feedback and Development Plan to:**

Human Resources  
Brandon University

*Brandon University is committed to providing an accessible workplace. This document is available in alternate formats upon request.*

**\* Appendix A Additional Objectives**

**Specific – Measurable – Achievable – Realistic - Timely**

<b>Objective:</b>	
<b>ACTION:</b> 1.	<b>TIMING:</b> 1.
2.	2.
<b>Objective:</b>	
<b>ACTION:</b> 1.	<b>TIMING:</b> 1.
2.	2.
<b>Objective:</b>	
<b>ACTION:</b> 1.	<b>TIMING:</b> 1.
2.	2.
<b>Objective:</b>	
<b>ACTION:</b> 1.	<b>TIMING:</b> 1.
2.	2.