

Fair Performance and Feedback Guide

Toolkit 3, Chapter 4 Downloadable Tool CIIS Employer HR Resources



Purpose: Support consistent performance evaluation, bias-aware feedback, constructive conversations, and employee growth.

How to use: Complete the sections most relevant to your organization. Designed to support practical action.

1. Performance Expectations

Prompt	Response / Notes	Action Required
Are expectations clear and role-related?		
Has the employee received timely feedback before formal review?		
Is performance evidence factual and documented?		

2. Feedback Quality

Prompt	Response / Notes	Action Required
Is feedback specific, observable, and connected to role expectations?		
Could feedback language reflect bias or personality judgment?		
Does the feedback include support and next steps?		

3. Growth and Follow-Up

Prompt	Response / Notes	Action Required
What development support will be provided?		
What follow-up date is agreed?		
What documentation is needed?		