

Fair Performance and Coaching Guide

Toolkit 5, Chapter 3 Downloadable Tool CIIS Employer HR Resources



Purpose: Support fair expectations, bias-aware evaluation, coaching, accountability, and recognition of strengths.

How to use: Work through each section before and during performance conversations. Add notes and actions as you go.

1. Performance Expectations	Response / Notes
What outcomes must the employee deliver?	
What standards, timelines, and communication expectations apply?	
Has the employee received the information and support needed?	

2. Bias-Aware Evaluation	Response / Notes
What evidence supports the performance assessment?	
Could communication style, familiarity, or recent events be influencing the rating?	
Are similar standards being applied across employees?	

3. Coaching Plan	Response / Notes
What feedback should be shared?	
What support, practice, or training may help?	
What follow-up date should be set?	

4. Strength Recognition	Response / Notes
What strengths does the employee bring to the team?	
How can those strengths be developed or used more intentionally?	