Feedback/Learning Plan Guidance  
(This Document is Shared by Both the Employee and Supervisor)

1. Employee begins the discussion with his/her perceptions of the results, sharing his/her findings and the reasons why the results are as they are. Both the employee and supervisor identify the similarities and differences between the employee and supervisory assessments.

2. Remember, the discussion is about perceptions around competencies in terms of frequency of use, importance to current job, and developmental need. If there is an imbalance between the supervisor and employee perceptions, allow for some discussion - moving toward balancing and understanding a mutual perception.

3. When discussing developmental needs, identify the top 3 or 4 critical competency areas, and focus on developing those competencies over the following 12 month period.

4. Discuss possible ways of getting the development through a learning plan. Learning plan options could include any of the following:

- On-the-job assignments
- Partnering with another staff member who is proficient in that needed competency
- Outside reading/interactive software
- Shadowing assignment with a non-staff member
- Formal training/workshops