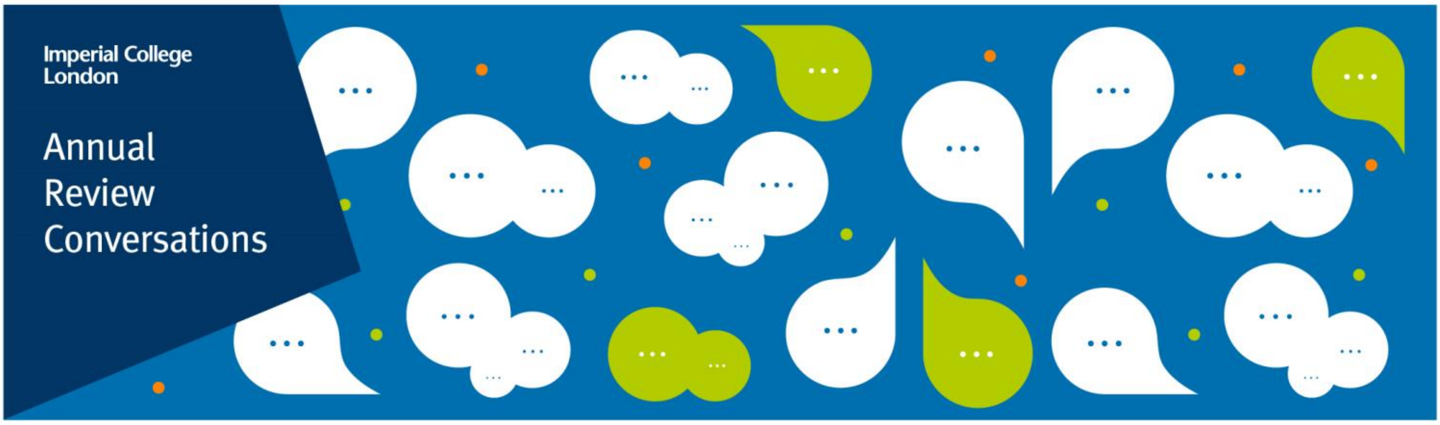

Annual Review Conversation: Feedback Tool

This feedback tool is a process through which individuals, supported by their line managers, can gain feedback on their personal impact and contribution from their team, peers, colleagues, and supervisors.

This is a valuable tool that allows individuals to increase their awareness of the impact that they and their work have on others.

The process should take two to three weeks depending on how long you want to give people to provide feedback and how long the line manager needs to collate the feedback. It may not always be possible to gather feedback before the Annual Review Conversation. If this is the case, communicate a more realistic timeline to the person who requested the feedback.

Why gather feedback?

We all work with a range of colleagues and stakeholders in our roles. However, we rarely get feedback on the effectiveness of these relationships, and how we impact others. Receiving feedback from peers, direct reports, and managers gives individuals an insight into their performance and ways of working from a range of perspectives. This can act as a valuable catalyst for development by helping individuals identify their strengths, as well as opportunities for growth and improvement.

The Process

1. **Line manager and individual to agree list of people the individual has worked with in the past year.**

The individual will have named people in their Agenda Setting and Reflections Survey who they think could provide valuable feedback and insight. You may wish to add additional people not already listed that could provide further insight into the individual's contribution and impact. The list should include people that the individual has worked with over the past year either on a day-to-day or project basis. You can include people from other teams and divisions such as those who provide the individual with a service and/or who are the individual's service end-users. Individuals should be encouraged to include difficult relationships as well as those that work well. Consider people who could represent different elements of the individual's role and responsibilities. If the individual interacts with external stakeholders, you may also want to consider if it would be appropriate to reach out to them for feedback.

2. **The Line Manager selects three to five people from the list to invite to give feedback**

It is important to ensure the list represents a range of seniority levels as well as the different elements of the individual's role and responsibilities. The three to five people selected should not be disclosed to the individual without their permission. If it is likely they will be identifiable to the individual from their feedback, you should flag this to them.

3. **The Line Manager sends out the template email, stating the deadline for feedback.**

Using the below template, the line manager requests feedback from the selected five to six people.

> Drawing on your experience of working with [INSERT NAME] and considering the Imperial Values and Behaviours, below are a few questions for you to consider.
>
> 1. In your view what should this person continue doing that you find to be helpful and/or effective?
> 2. In your view what could this person do differently to be even more effective?
> 3. Please include any other commentary you feel is relevant.
>
> Please answer the questions openly and honestly and send your responses to me by close of business [INSERT DEADLINE].
>
> I will collate the feedback and discuss with [INSERT NAME] at their Annual Review Conversation.

4. **The Line Manager collates the feedback into one document and shares this with the individual before the Annual Review Conversation**

The line manager collects the feedback into a Word document. In the unlikely event that some feedback provided did not meet Imperial's Values and Behaviours (particularly the Value of Respect), it should be omitted from the document.

If it is being discussed at the ARC, **it is important that the document is shared with the individual at least a week before their Annual Review Conversation** so that they have time to process and reflect on the feedback provided. This should be done with the reassurance that you will go through the feedback together and that the individual will be supported with the next steps.

This feedback can be then fed into conversations around personal impact and development goals.