Preparing Written Comments

- **Good narrative comments are:**
  - Constructive
  - Concise
  - Specific
  - Actionable

- **Review the learning objectives and desired competencies for the rotation.**

- **What is the learner doing well?**
  Describe specific skills or behaviors you observed which illustrate that the person has met expectations for one to two learning objectives.

- **What could be improved?**
  Describe specific skills or behaviors you observed which you feel that the person should further develop before the next level of training.

- **Consider modifiers:**
  - Time: Consistent, reliable, making progress
  - Accuracy: Precise, complete, comprehensive
  - Organization: Organized, systematic, logical
  - Presentation: Clear, articulate, expressive
  - Lifelong learning: Insightful, responsive, demonstrating initiative

- **Avoid vague, global statements, such as “great to work with” or “good student.”**
Giving Feedback

THE GROUNDWORK
1. At the start of rotation or course
   • Agree on goals and objectives
   • Tell the person when to expect feedback
2. Preparing for the feedback meeting
   • Organize your thoughts and observations
   • Arrange for a private meeting space
   • Prepare to manage your feelings and biases

THE MEETING
1. Open the meeting effectively
   Establish rapport and receptivity
   • State the purpose of the meeting
2. Conduct the meeting
   • Ask
     • Encourage the person to self-assess performance
   • Tell
     • Share your impression of positive behaviors and problem areas
     • Provide suggestions for problem solving
   • Ask
     • Assess how well the person understood the feedback
     • Allow the person to develop a specific plan for improvement
3. Close the meeting effectively
   • Summarize the positives and areas for future growth
   • Make plans to follow up on progress

REMEMBER
• Limit feedback to no more than four areas
• Listen to the person’s perspective and feelings