

Manager Feedback Template

To be completed by the direct manager. Provide specific, balanced, actionable feedback.

Employee / Meeting Information

Employee Name:		Manager Name:	
Job Title:		Department:	
Review Period:		Review Date:	

Competency Feedback (Manager Assessment)

Competency Area	Rating (1–5)	Observed Strengths	Development Areas	Specific Examples	Priority
Job Knowledge & Techni					
Work Quality & Attenti					
Productivity & Output					
Communication & Interp					
Problem Solving & Deci					
Teamwork & Collaborati					
Leadership & People Ma					
Customer / Stakeholder					
Adaptability & Change					
Compliance & Professio					

Structured Narrative Feedback

What has this employee done particularly well?
Most important areas for improvement?
How effectively does this employee work with others?
Recommended development activities:
Goals recommended for next review period:
Recommended for promotion / increased responsibility? (Yes/No + rationale)

Any performance concerns requiring formal action?

Rating Scale Legend	
5 – Outstanding	Consistently exceeds all expectations; role model performance.
4 – Exceeds Expectations	Frequently surpasses targets and requirements.
3 – Meets Expectations	Consistently fulfills all job requirements.
2 – Needs Improvement	Partially meets expectations; development required.
1 – Unsatisfactory	Fails to meet basic requirements; immediate action needed.

Sign-Off & Acknowledgement			
Manager Signature:	Date:	HR Signature:	Date: