



## How to Conduct a Multi-Rater Review Process

Performance reviews that include feedback from an employee's customers and coworkers can be particularly helpful. Gathering feedback from multiple feedback providers creates the opportunity for well-rounded, meaningful feedback and may identify performance and development areas not visible to the manager.

### To gather multi-rater feedback:

1. Develop a set of three to four simple questions to be sent to the employee's customers, coworkers, and/or direct reports. OR, for a more collaborative process, ask the employee to suggest some possible review questions. See sample questions that can be used in a multi-rater review.
2. Identify specific individuals to be asked for feedback, and give the employee the opportunity to suggest names as well. Because some multi-raters may not be able to participate, feedback should be requested from 3 to 5 individuals in each category (e.g., coworkers, customers, direct reports). This ensures that there will be ample feedback and that comments can be consolidated for reporting without attribution.
3. Send requests for feedback no later than three weeks before the review conversation with a request for completion within two weeks. This gives the manager one week to prepare for the performance review conversation.
4. Have all feedback sent directly to the manager so that the comments can be compiled without attribution. To encourage candor, remind raters that their feedback will be presented to the employee without attribution.

### Sample Questions for Multi-Rater Reviews

#### For Coworkers

- What would you say are (person's name) areas of expertise?
- What skills/attributes does (person's name) bring to the team/area? Are there things you wish he/she would do less of or do differently?
- How would you comment on (person's name) professional development over the past year?
- If you were creating a development plan for (person's name) what would you include?

#### For Customers

- What are the two or three most helpful things (person's name) has done in his/her work with your area/group?
- What do you wish he/she had done/would do more of?
- What do you wish he/she had done/would do less of, or do differently?
- If you were doing this person's review, what might you recommend for his/her professional development?

#### For Direct Reports

- What are the two or three most helpful things (person's name) has done to contribute to your successful work?
- What do you wish he/she had done/would do more of?
- What do you wish he/she had done/would do less of, or do differently?