



Human Resources

UF ENGAGED: Rationale, Benefits, and Impact



UF Human Resources
Training & Organizational Development

UF Engaged for Leaders

*Because one conversation
can change everything.*

The graphic features a woman with glasses and a red polka-dot top smiling, with a blurred background of other people in a meeting setting. The text is overlaid on a white diagonal shape.

University of Florida (UF) is committed to fostering a culture of care, opportunity, and excellence for all. To help deliver on this commitment, UF holds semiannual performance management meetings for all staff members. This process allows supervisors to provide regular, structured feedback, promote professional development, and align individual goals with the strategic objectives of UF.

Rationale

When supervisors do not hold performance conversations or do so infrequently, employees are deprived of opportunities to course correct their behaviors in a timely manner.¹ This also leads to misalignment between individual and organizational goals and reduced employee retention and engagement.²

Impact of Regular Feedback

UF provides a performance management process which involves two semiannual formal reviews, supplemented by ongoing feedback and coaching throughout the year. The benefits of this approach include:

1. **Employee Engagement:** Increased feedback can lead to higher levels of employee engagement, as staff feel more connected to their work and understand how their contributions support UF's mission.³
2. **Employee Retention:** Consistent feedback directly impacts employee retention rates. Research reveals that individuals receiving infrequent and low-quality feedback are 63% more likely to leave their organizations within a year than those who are receiving high-quality feedback.⁴

3. **Timely Feedback:** Semiannual reviews provide more frequent opportunities for managers to give constructive feedback and for staff to adjust their performance accordingly.
4. **Goal Alignment:** Regular reviews ensure that individual goals remain aligned with departmental and institutional objectives, which may evolve over the course of the year.
5. **Professional and Career Development:** More frequent reviews allow for timely identification of professional development needs, enabling staff to continually grow and improve in their roles. They also provide opportunities for managers to better understand and support employee career growth—a key driver in retaining great employees.⁵
6. **Increased Productivity:** Regular feedback helps clarify expectations and goals about performance. When employees know what is expected of them, they can focus their efforts more effectively. Positive feedback, in particular, boosts morale and motivation. When employees feel appreciated and recognized for their contributions, they are more likely to maintain high levels of productivity. A Gallup Survey⁶ found that 67% of employees whose managers focused on their strengths were fully engaged in their work, as compared to only 31% of employees whose managers focused on their weaknesses.

Regular performance feedback is a crucial component of effective management and employee development. It involves providing employees with consistent, constructive insights into their work performance, helping them understand their strengths and areas for improvement. This ongoing dialogue fosters a culture of continuous improvement, enhances employee engagement, and aligns individual

goals with organizational objectives. By addressing issues promptly and recognizing achievements, regular performance feedback can significantly boost morale and productivity, ultimately contributing to the overall success of our University of Florida campus.

¹ Alex Hively, “How to Have Difficult Performance Review Conversations: A Guide for People Managers”, January 8, 2024, <https://www.confirm.com/blog/how-to-have-difficult-performance-review-conversations-a-guide-for-people-managers>

² John Boggs, “Performance Review: 10 Tips to Tackle Difficult Conversations”, April 6, 2022, <https://www.bravethinkinginstitute.com/blog/business-leadership/performance-review>

³ Ken Chase, “How to Use the Power of Positive Feedback to Enhance Employee Engagement”, January 23, 2023, <https://topresume.com/career-advice/how-to-use-the-power-of-positive-feedback-to-enhance-employee-engagement>

⁴ Kimberly Anderson-Mutch, “From Feedback to Retention: Empowering Employees with Actionable Insights”, October 25, 2023, <https://textio.com/blog/the-impact-of-feedback-quality-on-employee-retention>

⁵ Jennifer Porter, “How Leaders Can Get Honest, Productive Feedback”, January 8, 2019, <https://hbr.org/2019/01/how-leaders-can-get-honest-productive-feedback-versations>

⁶ Christine Porath, “Give Your Team More-Effective Positive Feedback”, October 25, 2016, <https://hbr.org/2016/10/give-your-team-more-effective-positive-feedback>

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