

Supervisor Performance Evaluation

Employee First & Last Name	Department
Job Title	Supervisor Name
Review Period	Review Date

Purpose

Human Resources has identified ten core competencies upon which all supervisors will be evaluated. The purpose of the performance evaluation is to reflect on the supervisor’s job performance for the review period and to set goals for the upcoming year. This tool is to be used for interactive and continuous communication between leadership and supervisors throughout the year.

Instructions

Please complete each section of the form based on the evaluation levels and criteria listed below.

Exceeding (E)	Meets (M)	Satisfactory (S)	Developing (D)	Needs Improvement (NI)
<p>Includes individuals who significantly and consistently exceed expectations and role requirement.</p> <p>Demonstrates exceptional depth and breadth of role knowledge.</p> <p>Demonstrates exemplary conduct for other staff members to emulate; highly regarded by others within the University community.</p> <p>Exceeds expectations on a consistent basis.</p>	<p>Includes individuals who consistently meet and occasionally exceed expectations and role requirements.</p> <p>Possesses sufficient depth and breadth of role knowledge.</p> <p>Exhibits professional interactions with peers, customers, managers, and students.</p> <p>Provides accurate and timely assistance to peers, customers, managers, and students on a consistent basis.</p>	<p>Includes individuals who meet expectations and role requirements.</p> <p>Has adequate role knowledge and can work independently.</p> <p>Satisfies all essential job requirements. May exceed expectations periodically.</p> <p>Provides adequate information or assistance to peers, customers, and students.</p>	<p>Includes new employees who are still learning specific skills or key job responsibilities.</p> <p>Includes individuals who need to gain proficiency in certain skills, knowledge and/or processes.</p> <p>Demonstrates a visible effort to improve. Requires support/direction, however, performance demonstrates the ability to meet expectations.</p> <p>Makes a conscious effort to demonstrate professional interactions with peers, customers, supervisors, and students.</p> <p>Demonstrates a willingness to learn from mistakes to adapt conduct effectively.</p>	<p>Demonstrates inconsistent role knowledge and does not fully perform all requirements and duties.</p> <p>Includes individuals who often miss deadlines, work is regularly incomplete.</p> <p>Takes little to no initiative.</p> <p>Requires more than the expected level of supervision required to complete job duties successfully.</p> <p>Demonstrates inconsistent and/or unprofessional interactions with peers, customers, managers, and students.</p>

I: Delivering Results:

- Achieves excellence in all tasks and goals.
- Maintains focus and perseveres, even in the face of obstacles.
- Uses time efficiently; adapts to plans when change occurs. Prioritizes tasks based on importance.
- Delegates appropriately.
- Actively pursues professional development and growth for self and team.
- Is receptive to and implements suggestions for improvement. Solicits feedback and actively identifies ways to improve.
- Holds direct reports accountable for producing quality, timely results; helps others maintain focus and overcome obstacles. Provides performance feedback that facilitates development.

☐ Exceeding (E)☐ Meets (M)☐ Satisfactory (S)☐ Developing (D)☐ Needs Improvement (NI)

Add comments regarding overall job performance for all job duties for review period.

II: Problem Solving/Innovation and Change Management:

- Breaks down problems into fundamental parts. Identifies root causes and addresses problems in ways that lead to innovative solutions.
- Consistently makes informed decisions based on available and relevant information.
- Recognizes routine as well as complex and unusual issues, and actions needed to advance the decision-making process. Recommends possible solutions. Follows up to ensure resolution.
- Creates new ideas and processes despite initial uncertainty of the situation; modifies approach to achieve results in changing situations.
- Assists employees in problem solving and takes time to help employees identify alternatives.

☐ Exceeding (E)☐ Meets (M)☐ Satisfactory (S)☐ Developing (D)☐ Needs Improvement (NI)

Add comments regarding achievement of individual goals for review period (measurable actions & results).

III: Job Mastery and Continuous Learning:

- Demonstrates expertise in skill and knowledge within areas relevant to one's own function or work group.
- Develops and contributes to best practices in specialty area for the work group.
- Serves as a resource for others regarding major developments and facilitates sharing of methods and knowledge.
- Consistently seen by others as possessing high functional knowledge and skills.

☐ Exceeding (E)☐ Meets (M)☐ Satisfactory (S)☐ Developing (D)☐ Needs Improvement (NI)

Add comments regarding demonstrated adaptability during the review period.

IV: Service/Customer Focus:

- Anticipates adverse customer (faculty, staff, students) reactions and develops better alternatives. Actively solicits feedback from customers to address needs and concerns.
- Proactively keeps customers informed with both formal and informal communications. Follows up with customers to ensure satisfaction.
- Fulfills service commitments prior to deadlines. Willingly puts in the extra time and effort in crisis situations; goes the "extra mile" to ensure customer needs are met.
- Actively seeks new opportunities to build relationships and understand the needs of customers.
- Provides the same high level of customer service to staff as to internal and external constituents. Delivers on promises to employees.

<input type="checkbox"/> Exceeding (E)	<input type="checkbox"/> Meets (M)	<input type="checkbox"/> Satisfactory (S)	<input type="checkbox"/> Developing (D)	<input type="checkbox"/> Needs Improvement (NI)
Add comments regarding communication skills demonstrated during the review period.				

V: Teamwork and Building Trust:

- Behaves and expresses oneself in an open and honest manner; is consistent with what he/she says and does; appropriately handles difficult situations.
- Consistently shares information that is accurate and complete; handles sensitive information appropriately.
- Follows through on all assignments and commitments, completing them in a timely and reliable manner, and makes others aware of task/assignment status.
- Demonstrates commitment to Lincoln University's strategic plan initiatives, policies, and procedures through communication and actions.
- Encourages employees to be open and honest; holds employees accountable for sharing accurate and complete information; recognizes employees who follow through and demonstrate commitment.

<input type="checkbox"/> Exceeding (E)	<input type="checkbox"/> Meets (M)	<input type="checkbox"/> Satisfactory (S)	<input type="checkbox"/> Developing (D)	<input type="checkbox"/> Needs Improvement (NI)
Add comments regarding customer focus skills demonstrated during the review period.				

VI: Employee Engagement/Collaboration:

- Consistently treats everyone with dignity, respect and fairness; is very easy to approach and helpful.
- Resolves interpersonal conflicts constructively and professionally; seldom requires outside assistance.
- Promotes awareness and respect of cultural and individual values and differences; leverages the strengths of others to accomplish goals, regardless of background.
- Listens to and carefully considers ideas from others, even when different from own; ensures all sides are heard before reaching a conclusion.
- Encourages teamwork among direct reports; facilitates resolution of team conflicts; promotes respect among all team members.

<input type="checkbox"/> Exceeding (E)	<input type="checkbox"/> Meets (M)	<input type="checkbox"/> Satisfactory (S)	<input type="checkbox"/> Developing (D)	<input type="checkbox"/> Needs Improvement (NI)
Add comments regarding demonstrated ability of inclusive behavior during the review period.				

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VII: Taking Initiative:

- Actively seeks out ways to improve outcomes, processes, or measurements.
- Takes responsibility and provides leadership on projects and initiatives.
- Takes action on projects without being directed to do so and looks for opportunities to move projects along.
- Enthusiastically seeks and accepts additional responsibilities, both in the context of the job and outside immediate job responsibilities.
- Encourages staff to identify and address process improvements, participate in projects and on committees when appropriate.

<input type="checkbox"/> Exceeding (E)	<input type="checkbox"/> Meets (M)	<input type="checkbox"/> Satisfactory (S)	<input type="checkbox"/> Developing (D)	<input type="checkbox"/> Needs Improvement (NI)
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Add comments regarding training and development demonstrated during review period.

VIII: Communication:

- Provides regular, consistent, and meaningful information to the team; ensures appropriate individuals are informed.
- Listens carefully to others, asks questions for clarification, and ensures message is understood.
- Communicates in a clear and concise manner and tone; conveys message using appropriate method of communication (email, phone, and/or in person).
- Demonstrates an ability to influence others by modeling appropriate body language and nonverbal communication.
- Tailors communication style to the needs of each situation and audience.
- Encourages direct reports to communicate consistently, clearly and professionally.

<input type="checkbox"/> Exceeding (E)	<input type="checkbox"/> Meets (M)	<input type="checkbox"/> Satisfactory (S)	<input type="checkbox"/> Developing (D)	<input type="checkbox"/> Needs Improvement (NI)
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Add comments regarding quality of work and productivity demonstrated during review period.

IX: Institutional Equity and Diversity:

- The ability to successfully interact with people of different backgrounds and recognize differences in experience.
- Values diversity and actively promote inclusion among the team by consistently demonstrating mutual respect and willingness to collaborate in cross-cultural situations.
- Communicate sensitively and effectively with people who may not share your views and values.
- Encourage and promote a work environment and community where everyone, regardless of background, skill, belief, gender, sexual orientation, age, gender identity or disability, feels welcomed, included, and supported.

<input type="checkbox"/> Exceeding (E)	<input type="checkbox"/> Meets (M)	<input type="checkbox"/> Satisfactory (S)	<input type="checkbox"/> Developing (D)	<input type="checkbox"/> Needs Improvement (NI)
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Add comments regarding the demonstrated ability to work with team members during the review period.

X: Resource Management and Fiscal Responsibility:

- Managing and allocating resources to ensure that projects/tasks are completed on time.
- Staying within the fiscal year departmental budget while leading initiatives for the University.
- Monitoring expenditures, ensuring compliance, auditing expenses and reconciling accounts in a timely manner.
- Managing the workflow, expectations, and training of new employees on how they can best serve.

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Add comments regarding the demonstrated ability to work with team members during the review period.

SUPERVISOR'S OVERALL EVALUATION

<input type="checkbox"/> Exceeding (E)	<input type="checkbox"/> Meets (M)	<input type="checkbox"/> Satisfactory (S)	<input type="checkbox"/> Developing (D)	<input type="checkbox"/> Needs Improvement (NI)
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Summarize the employee's performance, discussing areas of strength and areas for improvement. Provide overall evaluation rating for measurement period.

Development Goals You Would Like the Supervisor to Achieve Over the Next Year

What has the supervisor done well in their role?

What could the supervisor improve on in their role?

<input type="checkbox"/> Yes	<input type="checkbox"/> No	Have you had the opportunity to complete the Supervisor Self-Assessment?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Do you understand the job duties/goals for the <u>current</u> evaluation cycle?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Do you understand the job duties/goals for the <u>next</u> evaluation cycle?
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Did you receive a copy of the job description for review and signature?

Employee Comments

Signatures (Required)

I have reviewed this performance evaluation and have been given the opportunity to provide written feedback. My signature does not imply agreement.

Supervisor

Date

Employee

Date

VP/Executive Leader

Date