

	SUPERVISORY SKILLS / TRAITS	Does Not Meet Expectations 0	Meets Some Expectations 1	Meets Expectations 2	Exceeds Expectations 3	Far Exceeds Expectations 4	Insert Numerical Rating (0 through 4)
1	SAFETY & LOSS PREVENTION The prevention of work-related injuries.	Employees not trained in safety. Area has history of injuries. Safety a low priority.	Talks safety but makes little effort to implement established safety practices.	Consistently holds safety meetings, makes effort to train staff.	Holds staff safety meetings, area is accident free, always implements procedures.	Assigned staff are safety conscious, knowing and using safety procedures.	
2	PERFORMANCE REVIEWS The timely review of employee performance.	Generally late; poorly documented	Generally late, satisfactorily documented.	Occasionally late, satisfactorily documented.	Generally submitted on or before due date; well documented.	Always submitted prior to due dates; always documented & stated clearly.	
3	WORK STANDARDS The establishment of work standards for all employees.	Employees have no established work standards; expectations vary daily.	Employees have work standards but supervisor does not adhere to them.	Employees routinely perform to norm and know what is required of them.	Employees are acquainted with work standards and make effort to follow them.	Consistently meets with employees to discuss standards and implementation of plans.	
4	POLICIES & PROCEDURES The implementation and support of established policies and procedures.	Often fails to comply with established policies and procedures; often antagonistic.	Shows little concern for policies and procedures. May be non-supportive.	Makes an effort to consistently follow policies and procedures.	Has a positive attitude and makes very conscious effort to follow policies and procedures.	Consistently follows all policies and trains staff to support and follow policies and procedures.	
5	HAZARDOUS MATERIALS The communication and abatement of hazardous materials.	Has no knowledge of or is unaware of potential hazardous materials liabilities.	Knows about hazardous materials but fails to communicate programs to employees.	Is aware of potential hazardous materials and takes steps toward corrective action.	Knows of hazardous materials; trains staff in all aspects of hazardous safety.	Trains staff in hazardous materials; works to abate or prevent mishaps.	
6	AFFIRMATIVE ACTION Responsible for directing others without regards to race, color, sex, national origin, or disabilities.	Makes discriminatory remarks and fails to establish an attitude of fairness and equality.	Knows about but makes no effort to promote affirmative action and equal opportunity.	Maintains effective working relationships with all employees.	Promotes an attitude conducive to affirmative action and good will for all.	Actively implements affirmative action principles and motivates staff to support them.	
7	LEADERSHIP SKILLS The ability to motivate and inspire to accomplish assigned tasks.	Seen as a dictator by employees and has little support from them.	Tends to work independently and fails to develop or use employees' skills.	Makes conscious effort to use various leadership skills for the development of staff.	Leads, guides and motivates staff to accomplish tasks in a commendable manner.	Actively works to develop leadership skills via advanced supervisory training.	
8	DELEGATION OF WORK The sharing of the work load for most effective use of the group.	Fails to delegate; tries to do it all alone. Doesn't trust others to perform.	Delegates work but fails to follow up or support assigned employees.	Delegates work to staff and provides support to accomplish assigned tasks.	Delegates, trains, and cross-trains staff to accomplish assigned tasks.	Delegates work, sets standards and always accomplishes tasks via staff.	
9	BUDGET & FINANCE The implementation and adherence to established budget principles.	Has little regard for budgets and buying procedures.	Fails to complete budget documents in timely manner.	Has a budget and generally adheres to budget limitations.	Always works within budget and takes innovative steps to maximize resources.	Submits budget documents on time; follows budget; trains staff in procedures.	
10	PLANNING & OBJECTIVES Making plans and current objectives for all and future programs.	Spends much of time correcting past problems and has little time for development.	Works one day at a time with little thought for future objectives and goals.	Develops objectives and plans for current and future needs.	Develops objectives and assists staff in objective achievement.	Has long-range plan for current and future needs. Consistently achieves objectives.	
11	SUPERVISOR TRAINING The development of desirable supervisory skills.	Has never attended supervisory training. Feels that all skills are now known.	Attended supervisory training some time ago but makes no effort to update.	Takes advantage of supervisory training and works to acquire supervisory skills.	Takes active interest in continuing training and works to implement acquired training.	Consistently works to attain new skills, implements training and trains staff in same.	
12	EMPLOYEE DISCIPLINE Providing remedial training and guidance of employees.	Lets employees do their own thing as long as superiors do not notice.	Occasionally but inconsistently takes corrective action. Weak documentation.	Makes effort to apply properly documented corrective action.	Consistently applies necessary corrective action; properly documented.	Same As #3 but also provides ongoing supportive corrective action.	
13	STAFF COMMUNICATION Getting and giving information to accomplish assigned tasks.	Fails to communicate with staff; tasks are consistently incomplete, incorrect or late.	Makes little effort to communicate with staff or train in assigned duties.	Works to maintain open communications with staff and management.	Regularly communicates with staff and provides adequate support for success.	Holds staff meetings, staff training. Has supportive, positive work atmosphere.	
14	TEAM SPIRIT An attitude of success, pride, and support in assigned function(s).	Employees regularly file grievances and display negative feelings.	Assigned employees are task oriented and perform only required duties.	Employees work together to accomplish assigned tasks.	Employees genuinely strive to work together and assist each other.	Always motivates others via enthusiasm and dedication. Staff has pride in work.	
15	TRAINING OF STAFF Providing initial training and continuing support as needed.	Makes little effort to provide adequate training to assigned staff.	Provides initial job training but fails to give on-going support as needed.	Employees know their assigned tasks and generally perform in an acceptable manner.	Takes an active role in all aspects of the job.	Trains staff in all functions or work; encourages additional training.	

Supervisor's Name: _____

Reviewer: _____

Date: _____