

UNIVERSITY OF MARYLAND EASTERN SHORE

Supervisor Feedback Form

Name of Manager/Supervisor:	Department/Agency:
Manager/Supervisor's Title:	Unit:
Today's Date:	Performance Period: FROM TO

Supervisory Feedback: Use the following scale to provide performance feedback to your manager or supervisor about his or her on-the-job behaviors.

- Strongly Agree:** This is an exceptional area of skill for my supervisor. He or she is extremely effective in this area and clearly demonstrates a special knowledge, skill and/or capacity.
- Agree:** My supervisor has an appropriate and effective level of proficiency in this area. My supervisor possesses and demonstrates the necessary skill, knowledge and/or capacity.
- Disagree:** My supervisor needs improvement in this area. He or she should work to become more effective in this area and reach a higher level of proficiency.
- Strongly Disagree:** The work environment is significantly affected by my supervisor's lack of skill in this area.

	Strongly Agree	Agree	Disagree	Strongly Disagree
1. My supervisor motivates me by setting an example of dedication and determination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My supervisor regularly develops and/or reviews essential job functions and performance standards with me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My supervisor handles work-related problems in an organized, confident and decisive manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My supervisor gives me clear feedback about how I am performing regarding organizational goals and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My supervisor supports me in a way that allows me to get my job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My supervisor holds employees accountable for adherence to all safety rules, practices, procedures, and standards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Whenever there is a complaint or a dispute, my supervisor takes action to resolve it in a fair and timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. My supervisor communicates a clear vision of what is possible in our organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. My supervisor works to eliminate potential problems and unnecessary activities so that we can improve efficiency and make better use of resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. My supervisor regularly informs me about organizational plans and programs that will affect my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. My supervisor determines priorities for different activities, then plans an appropriate allocation of resources among those activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. My supervisor ensures that all employees are issued proper protective equipment and are motivated to wear it when required.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. My supervisor communicates and reinforces EEO policies and programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Disagree	Strongly Disagree
14. My supervisor encourages cooperation and teamwork among employees that depend upon each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. I feel that my supervisor objectively evaluates my performance against existing standards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. If there is a work-related problem, my supervisor conducts a quick but careful analysis to find the cause before taking corrective action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. My supervisor clearly explains to me the job responsibilities and expected results for a task or project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. My supervisor ensures that I have the necessary resources to get the job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. My supervisor sets a good example of safe behavior by adhering to safety rules, practices, procedures, and standards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. When taking action that is within his or her authority, my supervisor equally considers all groups and individuals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. My supervisor encourages me to suggest improvements or innovations (e.g., better ways to do work, new or improved processes).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. My supervisor coaches and counsels me on the attainment of my job performance standards.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. My supervisor plans, and communicates to staff, how to accomplish a major task or project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. When performance improvement is needed, my supervisor counsels and works with me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. My supervisor makes an effort to challenge me by using my skills and potential for new tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Whenever there is a personal injury or property damage accident, my supervisor conducts a prompt and efficient investigation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. My supervisor promotes fair employment practices and exhibits zero tolerance for employment discrimination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. My supervisor sets challenging but realistic goals and objectives to focus awareness on team and organizational purpose.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. My supervisor provides an opportunity for me to develop my skills and demonstrate what I can do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. My supervisor maintains a strategic focus on our organizational goals and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. When my work has exceeded expectations, my supervisor uses praise and expresses personal appreciation for my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. When warranted, my supervisor recommends disciplinary action for persons responsible for discriminatory acts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. When appropriate, my supervisor delegates authority and allows me to determine for myself the best way to accomplish an objective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. My supervisor does what is required, not what is comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. My supervisor can deal with and effectively manage changing conditions in the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OPTIONAL:

To maintain effectiveness, my supervisor should CONTINUE TO:

To increase effectiveness, my supervisor should BEGIN TO:

To increase effectiveness, my supervisor should STOP:

TO: _____

RE: Supervisor Feedback Instrument