

Upward Feedback Form for Supervisors

Supervisor's Name _____ **Date:** _____

This questionnaire is designed to provide your immediate supervisor's Reviewer with feedback. The information will be used by the reviewer to assist the supervisor in developing his/her capabilities.

Although the completion of this form is optional, we encourage you to take this opportunity to share feedback on your supervisor's performance. **Please be frank.** In order to be most helpful, please answer the questions in a candid manner.

The results will be combined with other performance feedback and will be shared with the supervisor in an anonymous way. Your individual form will not be discussed with your supervisor.

Using the rating key below, please mark the space that best matches the degree to which you observe this person demonstrating the listed behavior. Mark "N/O" only if you have had no opportunity to see the person demonstrate the behavior. You may skip any questions that are not applicable to your situation.

	How highly do you value this trait?						How well does your supervisor meet your needs on each trait?					
	N/O	5	4	3	2	1	N/O	5	4	3	2	1
	High value			No value			Very well			Not well		
Manager Competencies												
Leadership												
Supports others to accomplish business objectives.												
Expects, communicates, and encourages quality performance from others.												
Recognizes and rewards good ideas from others.												
Builds constructive relationships.												
Makes thoughtful, wise decisions.												
Takes action to improve practices and procedures.												
Is sought out by others for counsel and advice.												
Is proactive, responding to opportunities, solving problems, planning for action.												
Anticipates problems and effectively plans solutions.												
Communication												
Communicates changes in methods and/or work assignments clearly and promptly.												
Communicates honestly and constructively.												
Shares information openly and candidly.												
Is receptive to suggestions for changing or improving the way work is accomplished												

	How highly do you value this trait?						How well does your supervisor meet your needs on each trait?					
Manager Competencies	N/O	5	4	3	2	1	N/O	5	4	3	2	1
	High value			No value			Very well			Not well		
Technical Knowledge												
Possesses the necessary job skills and knowledge.												
Is able to provide technical assistance as needed.												
Acquires knowledge of emerging technologies or developments in her/his field.												
Organizational Knowledge												
Understands the agency's mission and is able to communicate goals and objectives to staff.												
Understands and acts according to policies, practices, and procedures.												
Supports organizational changes.												
Customer Focus												
Identifies and responds to internal and external customer needs.												
Is committed to the satisfaction of internal and external customers.												
Is responsive to customer and employee requests.												
Treats both internal and external customers with fairness, respect, and integrity.												
Teamwork												
Involves others in discussions of how to achieve team objectives.												
Is receptive to suggestions for changing or improving the way work is accomplished												

The section you have just completed may not convey everything you would like to say about your supervisor. The questions below will allow you to add any supplementary information you wish to express.

What traits of your supervisor's style do you feel are most effective?

What traits of your supervisor's style do you feel are least effective?

What specific things could your manager do that would enable you to do your job more effectively?

Employee's Name: (Optional) _____