

Upward Feedback Form for Supervisors

Supervisor's Name: _____ Date: _____

This questionnaire is designed to provide your immediate supervisor's Reviewer with feedback on your supervisor's performance. 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.

Your comments 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.

Communication

(You may include activities such as: provides clear, concise information and explanations orally and in writing; listens to and hears others; relates effectively to different levels of employees; shares information openly and honestly; demonstrates respect for other points of view and individual differences; responds to challenges tactfully and in a positive manner; conveys information to all employees in a timely manner.)

Developing Self and Others

(You may include activities such as: pursues information to keep current on responsibilities; supports the development of subordinates; provides time, training and other resources; ensures subordinates have a developmental plan; shows an interest in subordinate's development; provides timely feedback.)

Management

(You may include activities such as: acts ethically with integrity; plans for the future rather than reacting to situations; delegates and holds subordinates accountable; obtains resources for staff; makes good and timely decisions; models appropriate behavior; knows the agency/unit's business; supports the mission of the agency/unit.)

Customer Service

(You may include activities such as: whether he/she treats customers like business partners; identifies and understands customer's needs as well as that of the public service environment; listens actively to internal and external customers; projects reasonable deadlines for service delivery; solicits and provides constructive and honest feedback; keeps customers informed; balances requests with business requirements; communicates in a clear and concise manner to customers at all levels; knows how to build and maintain working relationships with internal and external customers; gains trust and respect from internal and external customers; provides creative, reasonable and realistic solutions to customer needs.)

Fairness

(You may include activities such as: deals with others in a manner that is impartial, free from self-interest, prejudice, partiality or favoritism; sets clear performance expectations; tries to understand what other people think before making judgments about them; relates to all staff with respect and honesty; reflects organizational values and management practices in dealing with staff; sets a challenging climate to encourage individual growth; encourages staff to ask tough questions and to disagree; respects and maintains confidentiality in implementing a change; explains, answers questions, and patiently listens to concerns; recognizes and rewards staff contributions to the organization's mission; provides equal access to training and services for staff.)

Leadership

(You may include activities such as: instills a spirit of teamwork and cooperation among you and your co-workers; encourages you to set and achieve high standards of job performance; leads by example; exercises good judgment and makes practical decisions; values your ideas and viewpoint; treats employees fairly and provides feedback on their performance; provides opportunities for professional growth and development; takes advantage of opportunities, training, new projects, etc., that enhance their management and technical skills; reflects honest and ethical behavior in management style and practice.)

The section above may not convey everything you would like to say about your supervisor. The questions below will allow you to add supplementary information.

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 supervisor do that would enable you to do your job more effectively?

Employee's Name (Optional): _____