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.

1. My supervisor motivates me by setting an example of dedication and determination.
   - Strongly Agree: ○
   - Agree: ○
   - Disagree: ○
   - Strongly Disagree: ○

2. My supervisor regularly develops and/or reviews essential job functions and performance standards with me.
   - Strongly Agree: ○
   - Agree: ○
   - Disagree: ○
   - Strongly Disagree: ○

3. My supervisor handles work-related problems in an organized, confident and decisive manner.
   - Strongly Agree: ○
   - Agree: ○
   - Disagree: ○
   - Strongly Disagree: ○

4. My supervisor gives me clear feedback about how I am performing regarding organizational goals and objectives.
   - Strongly Agree: ○
   - Agree: ○
   - Disagree: ○
   - Strongly Disagree: ○

5. My supervisor supports me in a way that allows me to get my job done.
   - Strongly Agree: ○
   - Agree: ○
   - Disagree: ○
   - Strongly Disagree: ○

6. My supervisor holds employees accountable for adherence to all safety rules, practices, procedures, and standards.
   - Strongly Agree: ○
   - Agree: ○
   - Disagree: ○
   - Strongly Disagree: ○

7. Whenever there is a complaint or a dispute, my supervisor takes action to resolve it in a fair and timely manner.
   - Strongly Agree: ○
   - Agree: ○
   - Disagree: ○
   - Strongly Disagree: ○

8. My supervisor communicates a clear vision of what is possible in our organization.
   - Strongly Agree: ○
   - Agree: ○
   - Disagree: ○
   - Strongly Disagree: ○

9. My supervisor works to eliminate potential problems and unnecessary activities so that we can improve efficiency and make better use of resources.
   - Strongly Agree: ○
   - Agree: ○
   - Disagree: ○
   - Strongly Disagree: ○

10. My supervisor regularly informs me about organizational plans and programs that will affect my work.
   - Strongly Agree: ○
   - Agree: ○
   - Disagree: ○
   - Strongly Disagree: ○

11. My supervisor determines priorities for different activities, then plans an appropriate allocation of resources among those activities.
    - Strongly Agree: ○
    - Agree: ○
    - Disagree: ○
    - Strongly Disagree: ○

12. My supervisor ensures that all employees are issued proper protective equipment and are motivated to wear it when required.
    - Strongly Agree: ○
    - Agree: ○
    - Disagree: ○
    - Strongly Disagree: ○

13. My supervisor communicates and reinforces EEO policies and programs.
    - Strongly Agree: ○
    - Agree: ○
    - Disagree: ○
    - Strongly Disagree: ○
14. My supervisor encourages cooperation and teamwork among employees that depend upon each other.

15. I feel that my supervisor objectively evaluates my performance against existing standards.

16. If there is a work-related problem, my supervisor conducts a quick but careful analysis to find the cause before taking corrective action.

17. My supervisor clearly explains to me the job responsibilities and expected results for a task or project.

18. My supervisor ensures that I have the necessary resources to get the job done.

19. My supervisor sets a good example of safe behavior by adhering to safety rules, practices, procedures, and standards.

20. When taking action that is within his or her authority, my supervisor equally considers all groups and individuals.

21. My supervisor encourages me to suggest improvements or innovations (e.g., better ways to do work, new or improved processes).

22. My supervisor coaches and counsels me on the attainment of my job performance standards.

23. My supervisor plans, and communicates to staff, how to accomplish a major task or project.

24. When performance improvement is needed, my supervisor counsels and works with me.

25. My supervisor makes an effort to challenge me by using my skills and potential for new tasks.

26. Whenever there is a personal injury or property damage accident, my supervisor conducts a prompt and efficient investigation.

27. My supervisor promotes fair employment practices and exhibits zero tolerance for employment discrimination.

28. My supervisor sets challenging but realistic goals and objectives to focus awareness on team and organizational purpose.

29. My supervisor provides an opportunity for me to develop my skills and demonstrate what I can do.

30. My supervisor maintains a strategic focus on our organizational goals and objectives.

31. When my work has exceeded expectations, my supervisor uses praise and expresses personal appreciation for my work.

32. When warranted, my supervisor recommends disciplinary action for persons responsible for discriminatory acts.

33. When appropriate, my supervisor delegates authority and allows me to determine for myself the best way to accomplish an objective.

34. My supervisor does what is required, not what is comfortable.

35. My supervisor can deal with and effectively manage changing conditions in the organization.
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: ______________________________________

______________________________________

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RE: Supervisor Feedback Instrument