

**SUPPLEMENTARY WORKSHEET
FOR SUPERVISORY POSITIONS ONLY**

9. Leadership Ability – for supervisory positions only. Articulates and encourages enthusiasm for a shared vision, mission, and/or change initiative along with guiding the performance of others, holding themselves and others accountable for their actions and providing a model of ethical behavior for all fellow employees.

OUTSTANDING	COMMENDABLE	SATISFACTORY	NEEDS IMPROVEMENT	UNSATISFACTORY
Employee consistently articulates and/or models accountability, ethical behavior and enthusiasm for a shared vision/mission or change initiative to direct reports. <i>Additional comments or examples are required.</i>	Employee frequently articulates and/or models accountability, ethical behavior and enthusiasm for a shared vision/mission and/or change initiative to direct reports.	Employee takes responsibility for their actions, displays ethical behavior patterns, generally articulates the shared vision/mission, and/or change initiative to direct reports.	Inconsistency in holding themselves and others accountable for actions. Has difficulty articulating a shared vision/mission, and/or change initiative to direct reports. <i>Additional comments or examples are required.</i>	Employee consistently fails to meet expectations and requirements. <i>Additional comments or examples are required.</i>

Comments/Examples:

10. Management Ability – for supervisory positions only. Manages the performance of staff; provides regular feedback and timely evaluations; fosters the learning and development of others through mentoring and coaching. Manages programs/projects, budget, technology and organizational change to produce positive results. Promotes customer service, diversity, inclusiveness, collaboration, effective communication and positive staff/management relations.

OUTSTANDING	COMMENDABLE	SATISFACTORY	NEEDS IMPROVEMENT	UNSATISFACTORY
Employee consistently provides effective performance management of staff, consistently provides effective oversight of departmental operations; consistently promotes and models effective and inclusive staff/management relations. <i>Additional comments or examples are required.</i>	Employee frequently provides effective performance management of staff, consistently provides effective oversight of departmental operations; consistently promotes and models effective and inclusive staff/management relations.	Employee generally manages performance of staff effectively; manages oversight of department operations with minimal intervention by others; generally facilitates effective staff/management relations.	Employee requires some intervention of others in areas of performance management of staff, department operations, and staff/management relations. <i>Additional comments or examples are required.</i>	Employee often requires intervention of others. <i>Additional comments or examples are required.</i>

Comments/Examples: