

Supervisor & Manager

Communication		
Unacceptable	Meets Expectations	Far Exceeds Expectations
At times does not provide regular, consistent, or meaningful information to others; requires frequent prompting and follow-up.	Provides regular, consistent, and meaningful information to others; ensures appropriate individuals are informed.	Proactively gives regular, consistent, and meaningful communication throughout organization; ensures important matters are shared with all appropriate individuals.
Does not listen carefully; seldom ensures message is understood.	Listens carefully to others, asks questions for clarification, and ensures message is understood.	Consistently listens to others with care and interest; asks questions for clarification and ensures the message is understood.
Is not thoughtful or sensitive to the communication needs of other when listening and sharing information; does not seek to learn and use alternate communication styles.	Sensitive to the communication needs of others when listening and sharing information; actively seeks to learn and use alternate communication styles.	Consistently in all cases is sensitive to the communication needs of other when listening and sharing information; actively seeks to learn and use alternate communication styles. Is a resource for others in best practices in communication, both listening and sharing.
At times communicates in a manner others tend to misunderstand. Seldom checks with audience to ensure the message is clear.	Consistently communicates in a manner others can understand. Checks with audience to ensure the message is clear.	Is a role model for clear, well-understood communications. Is often sought by others as a resource for assistance with communications.
Seldom encourages direct reports to communicate consistently, clearly or professionally.	Encourages direct reports to communicate consistently, clearly and professionally.	Teaches direct reports best practices in delivering consistent, clear and professional communication; provides coaching and guidance as needed.