

Supervisor & Manager

Delivering Results		
Unacceptable	Meets Expectations	Far Exceeds Expectations
Is inconsistent in completing tasks and goals; demonstrates little desire for excellence in work.	Achieves excellence in all tasks and goals.	Coaches team on best practices in achieving and maintaining excellence in all tasks and goals.
Struggles to maintain focus, perseverance, and resilience in the face of obstacles - allows roadblocks to cease progress.	Perseveres, even in the face of obstacles.	Consistently maintains focus and perseveres in the face of obstacles; inspires others to do the same.
Struggles to use time efficiently; is often slow to respond; unable to complete tasks when confronted with challenges. Is slow to adjust priorities. Ineffective in delegating assignments.	Uses time efficiently; adapts plans when changes occur. Prioritizes tasks based on importance. Delegates appropriately.	Always uses time efficiently and responds quickly and constructively when confronted with challenges. Adjusts quickly to changing priorities. Carefully plans the delegation of assignments, based on skill, developmental needs and urgency.
Does not actively seek to develop job knowledge and skills; misses key opportunities for personal development or developing others.	Actively pursues professional development and growth for self and team.	Inspires others to ensure job knowledge and skills are current and valuable; provides others with experiences and opportunities for development. Makes staff development a priority.
Criticizes or ignores feedback from others; struggles with accepting developmental feedback.	Is receptive to and implements suggestions for improvement. Solicits feedback. Actively identifies ways to improve.	Actively solicits feedback from others and works to implement suggestions. Utilizes feedback to improve leadership effectiveness.
Inconsistent with expectations; provides inadequate or little guidance. Seldom provides constructive performance feedback.	Holds direct reports accountable for producing quality, timely results; helps others achieve results and overcome obstacles. Provides performance feedback that facilitates development.	Leads a high performing team that far exceeds expectations. Shares best practices for maintaining focus and overcoming obstacles. Consistently provides and instructs others on how to give constructive performance feedback that facilitates professional development.