

## Management / Supervisory Dimensions – Appendix D

**Performance Dimensions describing job-related qualifications for Supervisors are listed below in BOLD and underlined** *(with a brief description in parentheses)*. Related standards for each dimension are outlined in bullet format. You may select one or more performance dimensions from this list for use in part three of a supervisor's Performance Plan (and in part two of the subsequent Appraisal), but they must be used in their entirety. No substitutions or modifications are permissible.

**Coaching** *(the degree to which the supervisor identifies and integrates coaching opportunities into supervisory responsibilities)*

- Actively assesses employee performance capabilities through observation and interaction.
- Effectively tailors coaching styles to individual employees to enhance / improve individual performance and team contributions.
- Actively identifies development opportunities and encourages creative thinking when assigning work.

**Delegation** *(the degree to which the supervisor fosters employee development through delegation)*

- Identifies projects appropriate for delegation and, giving consideration to strengths, opportunity areas and workload, selects delegation recipients.
- Assures delegated projects are clearly defined and that recipients receive adequate information and resources to successfully carry out assignments.
- Clearly communicates expectations, appropriately monitors progress and redirects efforts as necessary.

**Feedback** *(the degree to which the supervisor provides meaningful, job-related performance feedback to the employee)*

- Provides employees with honest and straightforward feedback on an ongoing basis.
- Actively works to develop and improve the performance of each employee.
- Conducts fair, objective and timely performance management meetings to include, but not limited to, performance plans and appraisals.

**Healthy Work Environment** *(the degree to which the supervisor creates and maintains a professional and healthy work environment)*

- Actively fosters cooperation and respect among individuals and work groups.
- Consistently treats people respectfully, fairly and equitably.
- Creates / provides frequent opportunities for team members to work together.

**Management Communications** *(the degree to which the supervisor provides and engages in upward, downward and lateral communication)*

- Effectively represents employees' ideas, opinions and concerns to their manager(s).
- Appropriately communicates their manager's perspectives to employees.
- Consistently provides concise, timely, accurate and candid information to managers and employees at all levels.

**Recognition** *(the degree to which the supervisor develops and utilizes meaningful forms of employee recognition)*

- Actively and appropriately acknowledges individual and team accomplishments.
- Seeks appropriate opportunities to showcase the talents of employees and the team.
- Consistently rewards successful and surpassing performance with ongoing development opportunities.