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.