

# Upward Performance Appraisal "Evaluation of the Boss"

This upward performance appraisal program provides an opportunity for supervisors to obtain feedback from those they supervise. The intent is to assist with further development of the supervisor in an environment where modern day managers are expected to be good leaders of people in order to achieve organizational goals and objectives. It is developmental in nature. The goal is to improve morale at all levels, increase productivity and efficiency, and support the development of greater customer satisfaction.

## INSTRUCTIONS

There are several ways in which this appraisal form can be used to evaluate the boss but the recommended approach is the one presented below. This four step approach has been field tested and proven to be effective.

STEP 1: Each Direct Report<sup>1</sup> individually completes the appraisal form.

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STEP 2: Direct Reports meet as a group and share individual ratings. One person serves as recorder and the individual responsible for sharing results with the boss.

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STEP 3: The designated Direct Report meets with the boss to discuss the group's rating on each performance standard.

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STEP 4: The boss meets with the Direct Reports as a group, responds to the ratings, asks questions of clarification and engages in effective and constructive dialogue.

<sup>1</sup>Any person reporting to a Supervisor.

***PLEASE NOTE: The results of this upward appraisal are not to be shared with the boss = supervisor. It is considered a developmental document containing information deemed confidential between the rater(s) and ratee (boss).***

Please keep in mind that there are some rating biases that can influence an appraisal. Some common biases are:

- o **Halo Error** - occurs when you rate an individual favorably on all characteristics due to his/her outstanding ability on just one element.
- o **Leniency Error** - occurs when you give a favorable rating to an individual, regardless of his/her performance.
- o **Recency Error** - takes place when you evaluate an individual's total performance based on the last or most recent behaviors you have observed.
- o **Central Tendency Error** - occurs when you rate an individual as average.

**AVOID MAKING THESE ERRORS !**

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Supervisor's Name

Supervisor's Title

Department

Date

Staff:  Individual  Group

Rater(s) is/are supervised directly by this supervisor:  Yes  No

**Instructions:** Please indicate the level of performance by selecting the appropriate rating and provide written comments as applicable.

## I. Standards of Performance, Behavior, and Role Modeling

1. **Professionalism:** Level of standards demonstrated in his/her field of expertise.

1: Very High  2: High  3: Moderate  4: Low  5: Very Low

Comments

2. **Performance/Expectations:** Establishes and communicates measurable performance standards/expectations. (I know what's expected of me.)

1: Very High  2: High  3: Moderate  4: Low  5: Very Low

Comments

3. **Team Building:** Level in which team building is promoted among staff.

1: Very High  2: High  3: Moderate  4: Low  5: Very Low

Comments

4. **Availability:** Level of ease in accessing/meeting with supervisor when needed.

- 1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments

5. **Cultural Sensitivity/Awareness:** Ability to communicate effectively and interact with staff from different cultural/ethnic/racial backgrounds.

- 1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments

6. **Communication:** Quality of interaction with employees in the department. (We are kept well informed.)

- 1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments

7. **Courtesy/Respect:** Level of courtesy and respect shown towards staff.

- 1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments

8. **Trust:** Level of confidence in his/her integrity and consistency of behavior. (The extent to which I can predict he/she will deliver on a promise or commitment.)

- 1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments



9. **Impartiality:** Level to which he/she manages staff without favoritism.

- 1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments

10. **Equal Opportunity Treatment:** Perception of degree to which supervisor treats each staff member and "customer" fairly and not discriminate based on age, race, sex, disability, religion, or veteran status.

- 1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments

## II. Decision-Making Quality and Timeliness

1. **Problem Solving:** Level of demonstrated ability to reach solutions to problems in a timely manner.

- 1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments

2. **Creativity/Innovation:** Degree to which he/she displays creative and innovative ideas.

- 1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments

3. **Directing:** Clarity of instructions/directions when giving assignments.

- 1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments



4. **Responsiveness:** Degree to which supervisor responds to calls for assistance.

1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments

5. **Openness:** Degree to which he/she gives serious consideration to ideas and suggestions from staff.

1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments

### III. Contributions to Staff Achievements

1. **Professional Development:** Encourages and supports staff to develop/enhance skills through initiative, attendance at meetings, use of tuition remission, etc.

1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments

2. **Coaching:** Level of assistance and guidance provided when needed.

1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments

3. **Customer Service:** Degree to which he/she promotes the idea/concept of quality customer service.

1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments



4. **Feedback:** Degree to which the supervisor lets staff member know how he/she is performing.

- 1: Very High     2: High     3: Moderate     4: Low     5: Very Low

Comments

### IV. Additional Comments