

# SUPERVISOR SUPPORT ASSESSMENT

Date \_\_\_\_\_

## **PART I:** FOR THE *Supervisor* TO FILL OUT

### **Directions:**

1. Place a square around a number to indicate how important you think that item is for adequate supervisor support.
2. Place a circle around a number to indicate your estimation of your present performance level in providing support for your AmeriCorps Members.
3. Suggestion: Have your students/AmeriCorps Members fill out the "Employee" version.
4. Place their averaged scores in the appropriate places and compare their perceptions with yours.

*Note: think of the AmeriCorps Member/Davidson College Student as the "employee".*

**Scale:**      5-Always      4-Usually      3-Occasionally      2-Seldom      1-Never

### **1. I am available when my employees have a problem or need help.**

5      4      3      2      1      \_ \_

### **2. If employees make an honest mistake, rather than being critical, I help them learn from it.**

5      4      3      2      1      \_ \_

### **3. I am fair when dealing with my employees.**

5      4      3      2      1      \_ \_

**4. I make quick decisions when an employee needs an answer in order to get a job done.**

5      4      3      2      1      \_ \_ \_

**5. If I reprimand an employee, it is just and called for.**

5      4      3      2      1      \_ \_ \_

**6. I help my employees set reasonable performance goals.**

5      4      3      2      1      \_ \_ \_

**7. I hold regularly scheduled performance reviews with my employees.**

5      4      3      2      1      \_ \_ \_

**8. My employees feel that I will back them up when necessary.**

5      4      3      2      1      \_ \_ \_

**9. I attempt to ensure that my employees are compensated as well as possible for their work.**

5      4      3      2      1      \_ \_ \_

**10. I have realistic expectations of my employees' performance.**

5      4      3      2      1      \_ \_ \_

**11. When I delegate a task, I provide the authority to carry it out along with the responsibility.**

5      4      3      2      1      \_ \_ \_

**12. If there is a problem with an employee's performance, I criticize only the problem behavior, not the employee as a person.**

5      4      3      2      1      \_ \_ \_

**13. I give my employees a balance of both positive and negative feed-back on their performance.**

5    4    3    2    1    \_ \_

**14. I check in with individual employees and/or work units, even when there is not specific problem.**

5    4    3    2    1    \_ \_

**15. I praise my employees appropriately for good work.**

5    4    3    2    1    \_ \_

**Overall rating of the quality of your supervisorial support skills: \_\_\_\_\_**

Very high – 10      9      8      7      6      5      4      3      2      1 - Very low  
(circle one)

**Your employees' averaged rating: \_\_\_\_\_**

**Note:** *Circled items in the 1-2 area may require your immediate attention, as they can be indicators of low support skills. Also notice items in which the circle is two or more numbers to the right of the square, as this indicates a gap between importance and skill level.*

# SUPERVISOR SUPPORT ASSESSMENT

DATE \_\_\_\_\_

**PART II: FOR THE *AmeriCorps Member/Davidson College student* TO FILL OUT**

## Directions:

1. Place a square around a number to indicate how important you think that item is for adequate supervisory support.

2. Place a circle around a number to indicate your estimation of your supervisor's present performance level in providing support for employees.

**Scale:**      5-Always      4-Usually      3-Occasionally      2-Seldom      1-Never

**1. My supervisor is available when I have a problem or need help.**

5    4    3    2    1    \_ \_

**2. If I make an honest mistake, rather than being critical, my supervisor helps me learn from it.**

5    4    3    2    1    \_ \_

**3. My supervisor is fair when dealing with people.**

5    4    3    2    1    \_ \_

**4. My supervisor makes quick decisions when I need an answer to get a job done.**

5    4    3    2    1    \_ \_

**5. If I am reprimanded by my supervisor, it is just and called for.**

5      4      3      2      1      \_ \_ \_

**6. My supervisor helps me set reasonable performance goals.**

5      4      3      2      1      \_ \_ \_

**7. My supervisor holds regularly scheduled performance reviews.**

5      4      3      2      1      \_ \_ \_

**8. I feel that my supervisor will back me up when necessary.**

5      4      3      2      1      \_ \_ \_

**9. My supervisor attempts to ensure that employees are compensated as well as possible for their work.**

5      4      3      2      1      \_ \_ \_

**10. My supervisor has realistic expectations of my performance.**

5      4      3      2      1      \_ \_ \_

**11. When my supervisor delegates a task, the authority to carry it out is provided along with the responsibility.**

5      4      3      2      1      \_ \_ \_

**12. If there is a problem with my performance, my supervisor criticizes only the problem behavior, not me as a person.**

5      4      3      2      1      \_ \_ \_

**13. My supervisor gives me a balance of both positive and negative feed-back on my performance.**

5    4    3    2    1    \_ \_

**14. My supervisor checks in with me and/or my work unit, even when there is no specific problem.**

5    4    3    2    1    \_ \_

**15. My supervisor praises me appropriately for good work.**

5    4    3    2    1    \_ \_

**Overall rating of the quality of your supervisor's support skills: \_\_\_\_\_**

Very high – 10      9      8      7      6      5      4      3      2      1 - Very low  
(circle one)

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This resource is (c) 1996 by Douglas Stewart, and is excerpted from "The Power of People Skills" published by John Wiley & Sons.