

Employee Name:

Supervisor Name:

Position:

Date:

Supervisor/Manager Assessment: Communicating with Supervisors, Peers, and Subordinates

Instructions: Please rate your staff member on how he/she demonstrates each of the expected behaviors. With your staff member, compare, discuss, and determine the individual's strengths and opportunities for improvement. It is recommended that the supervisor and staff provide examples to support ratings. Please see the Competency Assessment Supervisor Guide for further instruction on using this assessment tool.

Rating Scale	Definitions
N/A	Not applicable; He / She has not had the opportunity to demonstrate this behavior
1	He/ She rarely demonstrates this behavior; He / She needs improvement in this area
2	He / She usually demonstrates this behavior; He / She meets expectations in this area
3	He / She consistently demonstrates this behavior; He / She exceeds expectations in this area

Behaviors	Rating
<i>Does He/She...</i>	<i>How Frequently Does He/She Do This...</i>
A. Communicate concisely without providing extraneous information?	
B. Adjust his/her approach and style depending on the audience?	
C. Follow up with questions or summaries to ensure his/her message was correctly interpreted?	
D. Ask for clarification when he/she is unsure about the intended message of another's communication?	
E. Actively listen to others to understand the intent and needs of others?	
F. Anticipate and predict possible causes of confusion and deal with them up front?	
G. Think about what another person needs to know and how best to convey it before he/she communicates a message?	
H. Pay attention to nonverbal cues like body language and facial expressions to gauge how his/her message is received?	
I. Communicate an opinion or idea assertively without creating the impression of being aggressive?	
J. Think about possible perceptions of the tone of a written message before sending it and ensure it corresponds to his/her intentions?	
K. Routinely communicate appropriate information both up and down the chain of command?	
Rating Scale Average	

For additional information and resources related to competencies, please refer to the [Competencies](#) tab on the Performance Management & Development page.