

Employee Name:

Supervisor Name:

Position:

Date:

Supervisor/Manager Assessment: Making Decisions and Solving Problems

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. Know who should be involved in decision making depending on the specifics of the issue?	
B. Derive or present a variety of possible solutions to a given issue when appropriate?	
C. Disseminate information regarding problems and attempted solutions to evaluate results?	
D. Establish methods to solve both routine and non-routine administrative, technical and/or professional problems?	
E. Pursue assistance to discover new or innovative approaches when initial solutions to a problem are not successful?	
F. Show flexibility and openness to new ideas from a variety of sources when facing obstacles?	
G. Make correct administrative, technical, and/or professional decisions in a timely manner with a focus on improvement?	
H. Balance day-to-day decision making with long-term strategic problem solving and goals?	
I. Cope with uncertainty and ambiguity with confidence while developing creative solutions?	
J. Accurately predict the consequences and implications of solutions to both routine and nonroutine administrative, technical and/or professional problems?	
Rating Scale Average	

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