

BOSS APPRAISAL BY STAFF (2.0)

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Boss's Name:	Date:
Boss's Job Title:	Dept:
How long have you worked with your boss? Months: Years:	Shift:

I N S T R U C T I O N S

Here is your chance to help your boss know how his/her style is thought of by you. This valuable information will help him/her identify areas for improvement, especially when they hear the same concerns from more than one person. Please be fair and objective.

- (1) So that you can be fully truthful, you will not be asked to put your name on this *Appraisal* or write any comments through which your handwriting would reveal your identity. Strict confidentiality will be maintained through out the process.
- (2) Read each question and give your response placing a line through the circle which signifies your score for each question, as in the following example:

To score "5" (circle the five). . . . 1 2 3 - 4 - ⑤ 6 7

- (3) It is important to answer all questions, even if you feel that you do not have enough information to do so, since your perception is your reality toward your boss and affects your behaviour.
- (4) If a question completely does not apply to your situation, score it a "7," never leave it blank.
- (5) When you have completed this *Appraisal* please follow the instructions of the facilitator. Under no circumstances should it be given to your boss.
- (6) At some time in the future this same *Appraisal* will be re-administered so that your boss may track his performance to determine if he/she is improving.
- (7) Most questions start off with the understood phrase... "**My Boss('s) . . .**"
- (8) Scoring is done on a scale of "1" to "7." with "4" being the middle or average score. All questions have been worded in the positive sense so that the **higher** the score the **better** is the performance of your boss. The scale is as follows:

- 1 = NEVER
- 2 = SELDOM
- 3 = SOME of the Time
- 4 = HALF of the Time
- 5 = MUCH of the Time
- 6 = MOST of the Time
- 7 = ALWAYS

1.0 TECHNICAL COMPETENCE

- 1.1 ... is technically qualified/competent in the unit they supervise. 1 2 3 – 4 – 5 6 7
- 1.2 ... has a vision of where the unit is going and communicates it clearly. 1 2 3 – 4 – 5 6 7
- 1.3 ... sets/follows standards of performance and quality. 1 2 3 – 4 – 5 6 7
- 1.4 ... attempts to use new, creative ideas, and make improvements where possible (is not limited by the old ways or too rigid in outlook). 1 2 3 – 4 – 5 6 7
- 1.5 ... identifies the critical issues and gets to the root of the problem. 1 2 3 – 4 – 5 6 7
- 1.6 When a problem arises and the source is unclear, my boss examines their own behaviour first (as the cause) before looking elsewhere. 1 2 3 – 4 – 5 6 7
- 1.7 ... is familiar with good industrial relations practices, personnel procedures and/or the Collective Agreement. 1 2 3 – 4 – 5 6 7
- 1.8 ... spends the organization’s money as carefully as their own. 1 2 3 – 4 – 5 6 7
- 1.9 ... look for ways to reduce costs and control waste. 1 2 3 – 4 – 5 6 7
- 1.10 ... makes decisions quickly as soon as there is adequate information. 1 2 3 – 4 – 5 6 7
- 1.11 ... thinks things through and does things in a systemic, detailed, thorough and organized manner. 1 2 3 – 4 – 5 6 7
- 1.12 ... gets activities started and completed by the scheduled time; follows-up to ensure things are on schedule. 1 2 3 – 4 – 5 6 7
- 1.13 ... spends time doing the most important things first. 1 2 3 – 4 – 5 6 7
- 1.14 ... work space is neat, clean, and functionally organized. 1 2 3 – 4 – 5 6 7
- 1.15 ... sees to it that safety and good housekeeping are practiced in the unit. 1 2 3 – 4 – 5 6 7
- 1.16 ... uses good judgment in new or unusual situations. 1 2 3 – 4 – 5 6 7
- 1.17 ...can distinguish between “facts” from “opinion” (not gullible). 1 2 3 – 4 – 5 6 7
- 1.18 ... sees projects/ideas through to completion once they are started; follows up on activities to make sure they are going smooth. 1 2 3 – 4 – 5 6 7
- 1.19 ... is good at foreseeing possible problems and preparing for them. 1 2 3 – 4 – 5 6 7

1.20 .. gets out of his/her office to keep in touch with what is really going on in the workplace or area of operations. 1 2 3 - 4 - 5 6 7

2.0 LEADERSHIP & COMMUNICATION

2.1 ... acts as if they were the owner of the organization; they are truly interested in doing a good job to make the organization successful (they are not there just to collect a paycheck). 1 2 3 - 4 - 5 6 7

2.2 ... takes full responsibility (doesn't complain or blame others). 1 2 3 - 4 - 5 6 7

2.3 ... is consistent (not always changing their mind). 1 2 3 - 4 - 5 6 7

2.4 ... seeks/listens to ideas and suggestions from staff. 1 2 3 - 4 - 5 6 7

2.5 ... believes in delegating tasks or responsibilities to us. 1 2 3 - 4 - 5 6 7

2.6 ... represents his/her unit persuasively to get the resources it needs. 1 2 3 - 4 - 5 6 7

2.7 ... is accessible and approachable. 1 2 3 - 4 - 5 6 7

2.8 ... tries to build a favorable or positive attitude about the organization in subordinates' minds. 1 2 3 - 4 - 5 6 7

2.9 ... communication style to me is based on respect (not talking to me like I am a child). 1 2 3 - 4 - 5 6 7

2.10 ... holds regular meetings to keep us informed about what's going on. 1 2 3 - 4 - 5 6 7

2.11 ... when things get confusing he/she lets me know the priorities. 1 2 3 - 4 - 5 6 7

2.12 ... clearly explains to me what is to be done or how to do something if I don't know how. 1 2 3 - 4 - 5 6 7

2.13 ... tells me the reasons why something must be done or why it is important (when there is time to do so). 1 2 3 - 4 - 5 6 7

2.14 ... gets me excited about doing my job. 1 2 3 - 4 - 5 6 7

2.15 ... is a good, attentive, and sincere listener. 1 2 3 - 4 - 5 6 7

2.16 ... expresses themselves clearly in written communications. 1 2 3 - 4 - 5 6 7

2.17 When my boss makes hand-written notes I can read his/her writing. 1 2 3 - 4 - 5 6 7

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|------|--|-------------------|
| 2.18 | ... speaks well and confidently in front of groups. | 1 2 3 - 4 - 5 6 7 |
| 2.19 | ... relies more on his/her personality (relationship skills) instead of rank (position) or authority to get things done. | 1 2 3 - 4 - 5 6 7 |
| 2.20 | ... works smoothly under pressure or difficult situations. | 1 2 3 - 4 - 5 6 7 |
| 2.21 | ... practices what he/she preaches; they "walk" their "talk." | 1 2 3 - 4 - 5 6 7 |
| 2.22 | ... passes on relevant information that affects me as soon as possible. | 1 2 3 - 4 - 5 6 7 |
| 2.23 | ... is humble yet strong (not boastful, proud, loud...etc.). | 1 2 3 - 4 - 5 6 7 |
| 2.24 | ... can accept criticism without getting angry. | 1 2 3 - 4 - 5 6 7 |

3.0 STAKEHOLDER RELATIONSHIPS

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|-----|---|-------------------|
| 3.1 | ... is respected by his/her boss. | 1 2 3 - 4 - 5 6 7 |
| 3.2 | ... is respected by his/her peers (if no peers tick # 7). | 1 2 3 - 4 - 5 6 7 |
| 3.3 | ... speaks about his/her boss in a positive or constructive manner. | 1 2 3 - 4 - 5 6 7 |
| 3.4 | ... speaks about his/her peers in a positive or constructive manner. | 1 2 3 - 4 - 5 6 7 |
| 3.5 | ... speaks about our customers in a positive or constructive manner. | 1 2 3 - 4 - 5 6 7 |
| 3.6 | ... tries to make the customer happy or pleased with our service. | 1 2 3 - 4 - 5 6 7 |
| 3.7 | ... takes customer complaints seriously and tries to solve their problems. | 1 2 3 - 4 - 5 6 7 |
| 3.8 | ... speaks about our competitors in a positive or instructive manner. (If you don't have competitors tick # 7). | 1 2 3 - 4 - 5 6 7 |

4.0 STAFF RELATIONSHIPS

- | | | |
|-----|--|-------------------|
| 4.1 | ... is respected by my co-workers. | 1 2 3 - 4 - 5 6 7 |
| 4.2 | ... speaks about co-workers in a positive or constructive manner. | 1 2 3 - 4 - 5 6 7 |
| 4.3 | ... makes everyone feel like part of the team and does not show favoritism to any individual or group. | 1 2 3 - 4 - 5 6 7 |

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|------|---|-------------------|
| 4.4 | ... treats all races fairly (is not racial or prejudice). | 1 2 3 - 4 - 5 6 7 |
| 4.5 | ... does not sexually harass co-workers or make embarrassing sexual remarks to them. | 1 2 3 - 4 - 5 6 7 |
| 4.6 | ... defends his/her subordinates when unjustly attacked by anyone. | 1 2 3 - 4 - 5 6 7 |
| 4.7 | ... gives us opportunities to make decisions, solve problems, or determine how we could do a job and listens to our suggestions. | 1 2 3 - 4 - 5 6 7 |
| 4.8 | ... sees to it that we are properly trained to do our jobs. | 1 2 3 - 4 - 5 6 7 |
| 4.9 | ... tries to resolve conflicts in a constructive "win-win" manner (in a way that both sides are satisfied as far as possible). | 1 2 3 - 4 - 5 6 7 |
| 4.10 | ... works closely with co-workers who lack motivation or skills. | 1 2 3 - 4 - 5 6 7 |
| 4.11 | ... knows and cares about co-workers as people (not just laborers). | 1 2 3 - 4 - 5 6 7 |
| 4.12 | ... admits when he/she is wrong or has hurt someone's feelings. | 1 2 3 - 4 - 5 6 7 |
| 4.13 | ... expresses his/her feelings in a way that are appropriate for the situation. | 1 2 3 - 4 - 5 6 7 |
| 4.14 | ... has a funny sense of humor. | 1 2 3 - 4 - 5 6 7 |
| 4.15 | ... discourages "news carriers" (doesn't listen to gossip or tattletales). | 1 2 3 - 4 - 5 6 7 |
| 4.16 | ... keeps his/her promises. | 1 2 3 - 4 - 5 6 7 |
| 4.17 | ... does not hold grudges; once something is discussed or resolved bad feelings do not continue to contaminate future interactions. | 1 2 3 - 4 - 5 6 7 |
| 4.18 | ... is sensitive to my coworker's religious, cultural, ethnic, health, or special needs (especially in emergency situations). | 1 2 3 - 4 - 5 6 7 |
| 4.19 | ... is opened minded and believes that everything doesn't have to be his/her way only. | 1 2 3 - 4 - 5 6 7 |
| 4.20 | ... understands the capabilities and limitations of his staff. | 1 2 3 - 4 - 5 6 7 |
| 4.21 | ... uses clean language (no swearing or cursing). | 1 2 3 - 4 - 5 6 7 |
| 4.22 | ... tells the truth and is honest. | 1 2 3 - 4 - 5 6 7 |

- 4.23 ... is polite and well-mannered (says Good Morning, please, thank-you...).
- 4.24 ... confronts poor behaviour and disciplines staff when justified to do so.
- 4.25 ... makes work assignments fairly (not over/under working some staff).

5.0 PERSONAL RELATIONSHIP WITH ME

- 5.1 ... is respected by me.
- 5.2 ... is sensitive to my religious, cultural, ethnic, health, or special needs (especially in emergency situations).
- 5.3 If I had a personal problem (not job related), I would feel comfortable discussing it with my boss (if I thought he/she could be of help).
- 5.4 ... is comfortable to work around (he/she doesn't make me nervous).
- 5.5 ... would not repeat confidential information about me to others.
- 5.6 ... praises or gives me recognition when I do outstanding work.
- 5.7 I feel that I know my boss well enough to know how he/she would behave in almost any work situation.
- 5.8 ... reprimands me privately (not in front of others).
- 5.9 ... takes time to get all the facts (on both sides) before he/she speaks with me about a problem (instead of blowing-up immediately).
- 5.10 ... knows and cares about me as a person (not just a worker).
- 5.11 ... respects my opinion even when he/she does not agree with it.
- 5.12 ... is good at reading my feelings, even though I may not be saying much or even -- saying anything.
- 5.13 ... is fair, objective, and constructive when criticizing my work performance (it is not based on if they like me or not).
- 5.14 ... treats my "learning-mistakes" (not sloppiness or slackness) as an opportunity to learn (not as an opportunity to punish me).

- 5.15 ... does not sexually harass me or make embarrassing sexual remarks to me. 1 2 3 – 4 – 5 6 7
- 5.16 ... speaks to my co-workers in a positive and constructive manner about me when I am not around (based on what my co-workers tell me). 1 2 3 – 4 – 5 6 7

Please stop here. The Appraisal will be scored later. Thank-you!

NO	SECTION	PTS	MAXIMUM POINTS	THIS SCORE	LAST SCORE	SELF SCORE
1.0	Technical Competence		140			
2.0	Leadership & Communications		168			
3.0	Stakeholder Relationships		56			
4.0	Staff Relationships		175			
5.0	Personal Relationship with Me		112			
	TOTAL:		651			