

SUPERVISION

AND

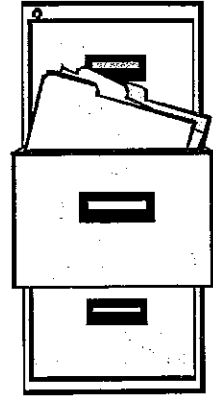
EVALUATION

KEYS TO EFFECTIVE SUPERVISION

- Have a sense of humor
- Understand and develop good communication techniques
- Practice effective leadership
- Be flexible
- Promote a safe, healthy and secure environment
- Avoid personal areas
- Set goals
- Use collaboration

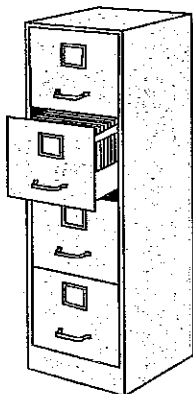
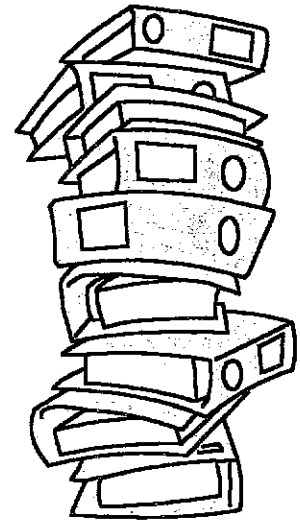
Potential Hazards in the Office

1. Frayed or loose telephone cords and /or electric wires.
2. Open file and desk drawers.
3. Wires loosely secured to the floor.
4. Spilled beverages and food on the floor.
5. Paper cutters and spindle files.
6. Loose floor coverings on stairs or floors.
7. Equipment such as copying machines.



Suggestions for Avoiding Potential Hazards in the Office

1. Floor coverings should be durable and in good repair.
2. Anti-slip protection should be used at all building entrances.
3. Electrical equipment should be inspected regularly for damaged cords and improper placement.
4. Employees should be trained in proper operation of equipment.
5. Only one file drawer should be opened at a time. File cabinets should be closed immediately after use. File cabinets should be placed away from heavy traffic areas.
6. Office furniture should be checked for sharp edges that may scrape or snag clothing or skin.
7. Employees should be instructed in procedures to follow in case of accidents. First aid kits should be readily accessible to all employees.



**Diocese of Rapid City
GOALS FORM**

Employee _____ Supervisor _____ Date _____

SPECIFIC OBJECTIVES	ACTIVITIES TO ATTAIN OBJECTIVES	METHOD FOR MEASURING ACHIEVEMENT	DATE	COMMENTS (INCLUDE IMPACT ON BUDGET)

SAFEGUARDS AGAINST DISCRIMINATION CHARGES IN PERFORMANCE REVIEWS

- Employees must be told in advance what is expected of them.
- Employees should understand the criteria on which they will be assessed.
- Employees should be informed of the date and location of the evaluation.
- The evaluator should be the employee's immediate supervisor.
- The evaluation form should be in writing and simple and easy to follow.
- Unsatisfactory performance rates immediate counseling by the supervisor as to how to improve performance. Concrete suggestions should be given as opposed to generalizations.
- Employees must have an opportunity to review and comment on the evaluations before they become final.
- Upper management should review each appraisal.
- The employee should be advised of the process for grieving a poor appraisal.

EVALUATION TECHNIQUES

It is important to make sure you make it clear that you are evaluating the performance not the person.

- Evaluate performance on a day-to-day basis
- Know yourself
- Allow adequate time for the evaluation
- Give credit where credit is due
- Be fair
- Listen to what the person is saying
- Avoid personal area

Evaluation Techniques

- **Evaluate performance on a day-to-day basis** Employees should always know how they are doing. Do not save all criticism or praise for a yearly evaluation session.
- **Know yourself** Know who you are, what your needs are, what your values are. If you come to the office tired and irritable, don't vent your problems on your employees. If supervisors know themselves then they will be better equipped to look at other people honestly.
- **Allow adequate time for the evaluation** An evaluation session is important for you and for your employee. Set aside enough time to do it well. Make sure the place is suitable and close the door to avoid interruptions.
- **Give credit where credit is due** Be sure to praise the employee for work well done. Too many supervisors consider an evaluation period as a time for criticism only. It is not. **It is the time to look at the total work of the employee.** Where is the person performing in an exemplary manner? Average manner? Below expectations? Offer constructive criticism for areas needing improvement.
- **Be fair** Analyze the employee's performance on established criteria of preferably on their job description for starters, not on how well you like or dislike the person. **Stress job performance.** Let the session be a growth experience for the employee. In discussing errors, suggest ways that the work could have been performed satisfactorily. Be specific: 'You are doing well in these areas, improvement is needed in these areas'. Maybe it would help if you were to do

- **Listen to what the person is saying** Face it, a person comes to an evaluation session with a certain degree of anxiety and even hostility. Let the person talk....often times this relieves the stress of the situation thus allowing them to be more receptive to constructive criticism. Listen to what they have to say.
- **Avoid personal area** Avoid becoming too deeply involved in the employee's personal life.
- **Establish attainable objectives** If you have an employee who is struggling, help that person set realistic objectives for improvement. Work with them to develop a plan of action. Check back to make sure progress is being made. Allow them to take small steps.

Section IV. Supervisor's Appraisal - to be completed by the supervisor

Employee's Name: _____

Rate employee on the scale from 1 to 5, 1 being the highest and 5 being the lowest.

Quality of Work
Thoroughness and accuracy 1 2 3 4 5

Quantity of Work
Actual work volume compared to nominal 1 2 3 4 5

Dependability
Reliability in completion of direct assignments and components of job description 1 2 3 4 5

Job Knowledge
Relative to time in position 1 2 3 4 5

Time Management
Appropriate use of work time for job related functions
Planning execution of work to use time efficiently
Establishment of priorities for accomplishing tasks 1 2 3 4 5

Initiative
Ingenuity and self-reliance in thinking, planning and carrying out job 1 2 3 4 5

Temperament
Ability to work under pressure and meet deadlines 1 2 3 4 5

Work relationships
Relationships with peers, subordinates and superiors 1 2 3 4 5

Attitude
Toward the job and the Diocese of Rapid City 1 2 3 4 5
Cooperation, enthusiasm, response to constructive criticism

Attendance
Reliable attendance, maturity in promptness 1 2 3 4 5

Judgement
Identification of what needs to be done
Anticipation and appraisal of impact of actions
Evaluation of facts to arrive at sound conclusions 1 2 3 4 5

SELF EVALUATION OF WORK PERFORMANCE AND APPRAISAL

Employee Name

Position

Supervisor

Fiscal Year

Date of evaluation/appraisal

Please answer the following questions regarding your goals and objectives. Where possible articulate how your position carries out the mission of the diocese to proclaim the Gospel, to build up the community of faith and love that is the Church, and to reach out in love and service to those in need.

Section I. Progress on goals

1. What are your most significant strengths and accomplishments during the past year? Where do you feel you have made the greatest progress in the fulfillment of your goals and objectives during this evaluation period?

2. In which areas could your performance or skills be improved?

3. What motivates you to do your work well?

Section I. Progress on goals (continued)

4. What makes it difficult for you to do your work? How would you resolve these difficulties?

5. Do you have any questions as to what is expected of you in your job?

6. How can your supervisor help you to do better?

7. Do you have any other concerns you would like to discuss?

Section II. Factors

Rate yourself on the scale from 1 to 5, 1 being the highest and 5 being the lowest.

Quality of Work

Thoroughness and accuracy

1 2 3 4 5

Quantity of Work

Actual work volume compared to nominal

1 2 3 4 5

Dependability

*Reliability in completion of direct assignments
and components of job description*

1 2 3 4 5

Job Knowledge

Relative to time in position

1 2 3 4 5

Time Management

*Appropriate use of work time for job related functions
Planning execution of work to use time efficiently
Establishment of priorities for accomplishing tasks*

1 2 3 4 5

Initiative

*Ingenuity and self-reliance in thinking, planning
and carrying out job*

1 2 3 4 5

Temperament

Ability to work under pressure and meet deadlines

1 2 3 4 5

Work relationships

Relationships with peers, subordinates and superiors

1 2 3 4 5

Attitude

*Toward the job and the Diocese of Rapid City
Cooperation, enthusiasm, response to constructive criticism*

1 2 3 4 5

Attendance

Reliable attendance, maturity in promptness

1 2 3 4 5

Judgement

*Identification of what needs to be done
Anticipation and appraisal of impact of actions
Evaluation of facts to arrive at sound conclusions*

1 2 3 4 5

Section III. Employee Comments

Employee Comments:

Employee Signature

Date