

SAMPLE: Supervisory Behaviours and Skills Used in Reviews

From Southern Ontario Library Services (SOLS) *Internal Policies & Procedures Manual*

Note: the following table contains categories and specific behaviours/skills used in annual performance reviews and can be modified to meet the needs and requirements of particular organizations.

Communication	Displays the required written and oral skills to effectively inform the CEO, staff, Board and members of the general public of developments and required courses of action.
Community Involvement	Develops knowledge of community needs and develops excellence in library service.
Decision-Making	Demonstrates sound analysis and thought in arriving at decisions.
Development of Staff	Develops subordinates at an optimum rate in order that they may meet their own objectives – both now and in the future. Demonstrates ability to choose and motivate staff, delegate authority, act as a role model and provide regular appraisal and feedback.
Managing Resources	Uses human, technical and financial resources effectively to achieve objectives.
Planning	Demonstrates the ability to collect and study information, set priorities, and consider appropriate alternatives using creativity and problem-solving. Is able to anticipate potential problems and put solutions in place before crises occurs.
Relationships	Understands that effective liaison (both internally and externally) is a necessary component to meeting objectives. Demonstrates ability to develop working relationships with the CEO, colleagues, staff, union officials, the Board, representatives of other organizations, members of the general public, etc.
Self-Development	Is aware of developments in and contributions to the area of expertise. Keeps up with professional and management development that relate to the position.
Stress Management	Deals with work pressures, critical situations and difficult people without loss of composure.