



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

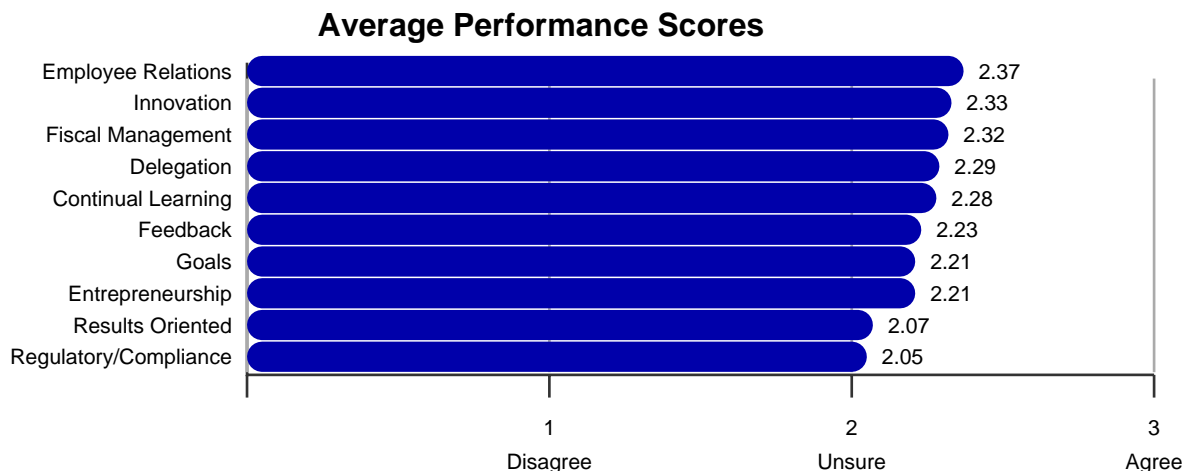
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

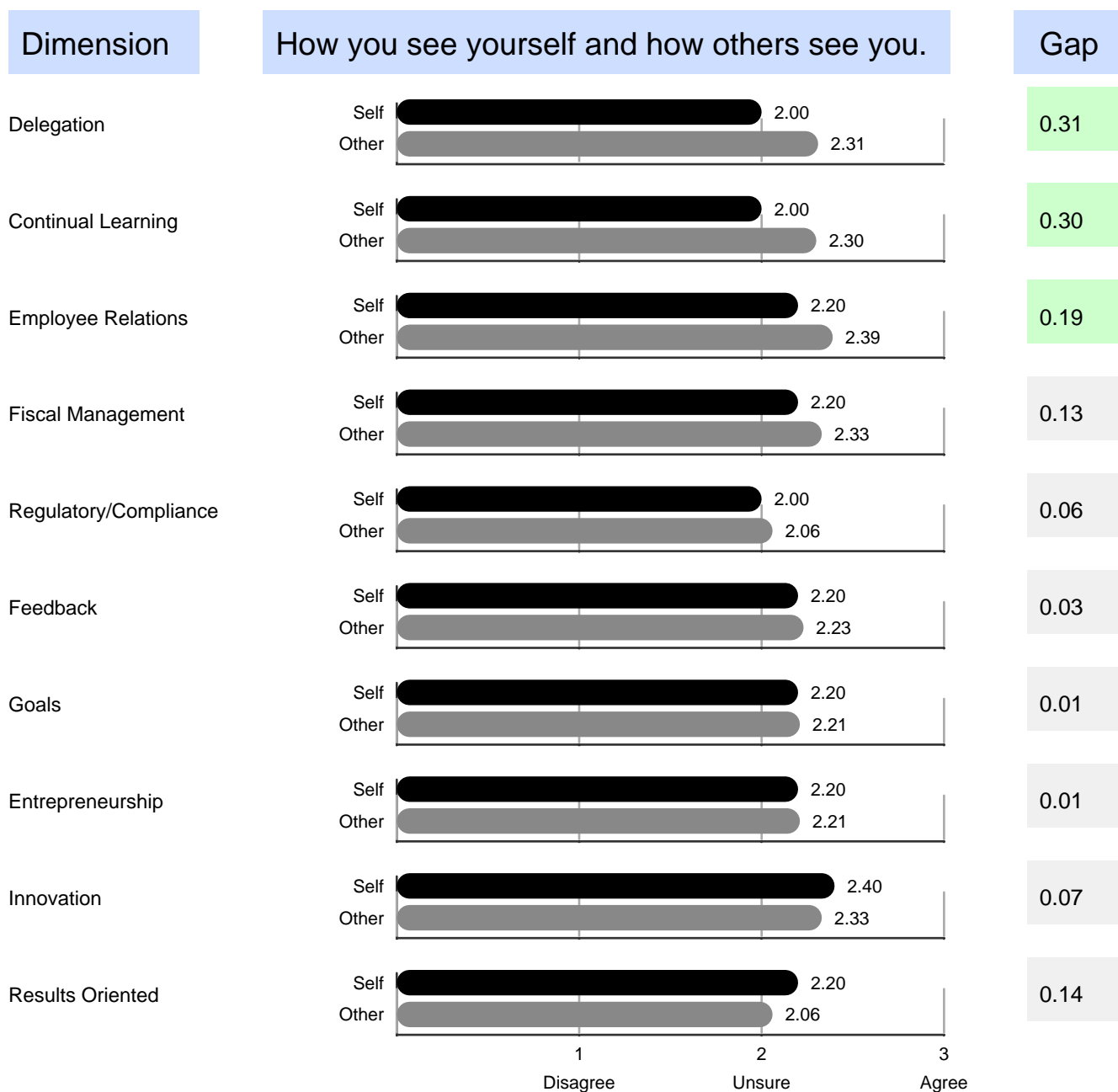
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Employee Relations

Definition:

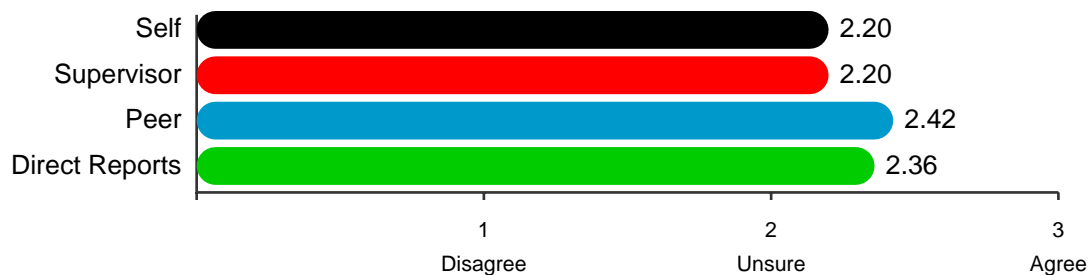
Employee Relations is the strategic practice of fostering trust, fairness, and mutual respect between employees and management through consistent communication, collaborative working relationships, and equitable interactions that reflect shared organizational values. It encompasses supportive leadership, transparent decision-making, and accessible management that uphold procedural fairness, legal compliance, and thoughtful engagement across performance, discipline, grievances, and conflict resolution. By valuing autonomy, recognizing contributions, and aligning policies with evolving needs, Employee Relations strengthens morale, promotes collective bargaining integrity, and ensures a work environment where employees feel heard, empowered, and respected.

Why this is Important:

Employee Relations is essential because it creates the foundation for a healthy, high-performing workplace where employees feel respected, informed, and empowered. When organizations prioritize fairness, trust, and transparent communication, they reduce conflict, improve morale, and strengthen engagement--leading to better retention, productivity, and collaboration. Moreover, by aligning employee relations with legal standards, strategic goals, and inclusive practices, companies build resilient cultures that can adapt to change, foster innovation, and sustain long-term success.

Summary Scores:

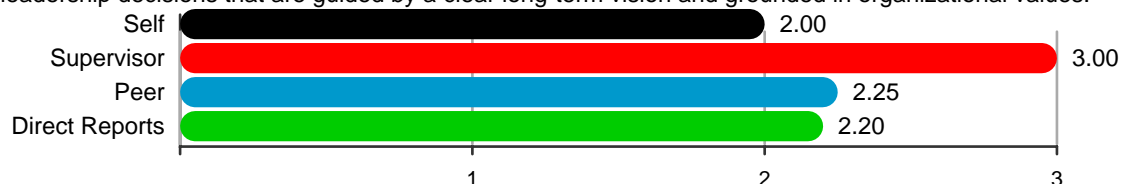
The summary scores shown here are an average of each of the items in this competency.



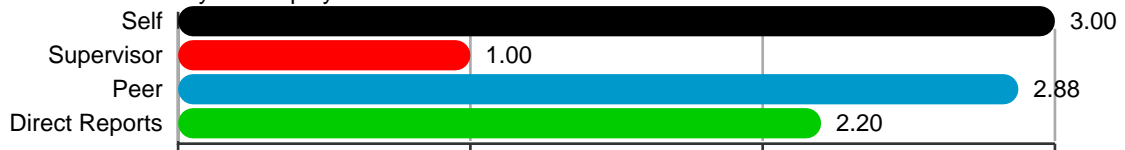
Scores on Each Item:

The scores for each of the items in this competency are shown below.

1. Makes leadership decisions that are guided by a clear long-term vision and grounded in organizational values.



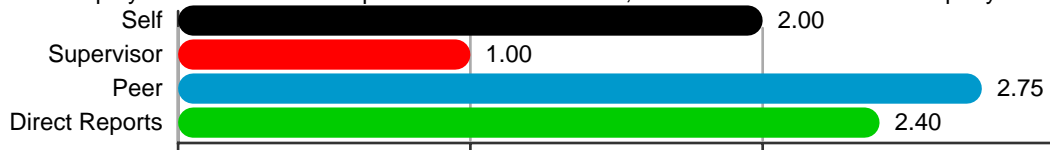
2. Makes decisions trusted by the employees.



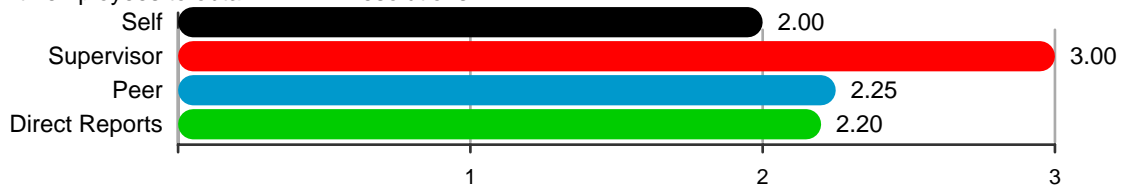
3. Follows the grievance procedures.



4. Ensures that employees feel safe and empowered to share candid, detailed feedback to the company.



5. Works with employees to obtain win-win resolutions.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
1. Makes leadership decisions that are guided by a clear long-term vision and grounded in organizational values.	15	2.27	33.3	7%	60%	33%
2. Makes decisions trusted by the employees.	15	2.53	73.3	20%	7%	73%
3. Follows the grievance procedures.	15	2.33	40.0	7%	53%	40%
4. Ensures that employees feel safe and empowered to share candid, detailed feedback to the company.	15	2.47	53.3	7%	40%	53%
5. Works with employees to obtain win-win resolutions.	15	2.27	40.0	13%	47%	40%

Comments:

- He is such a model for leaders throughout our organization.
- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- he understands where our opportunities for savings in the employee benefits plan may be.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.

Continual Learning

Definition:

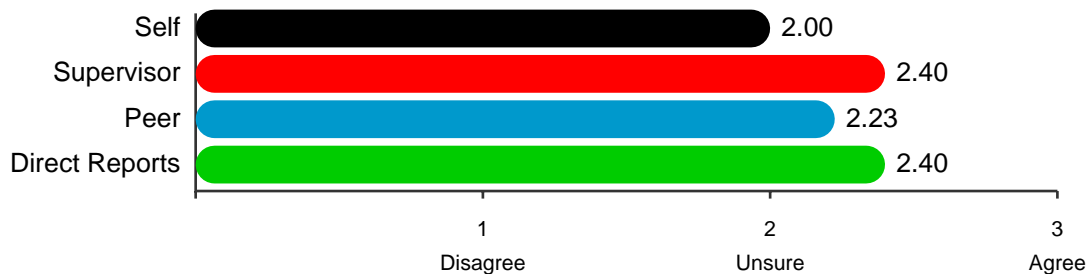
Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



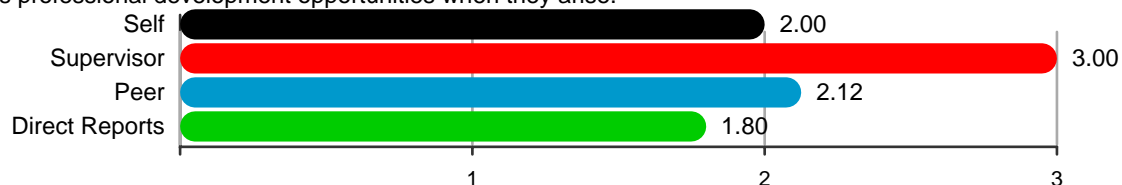
Scores on Each Item:

The scores for each of the items in this competency are shown below.

6. Grasps new ideas, concepts, technical, or business knowledge.



7. Pursues professional development opportunities when they arise.



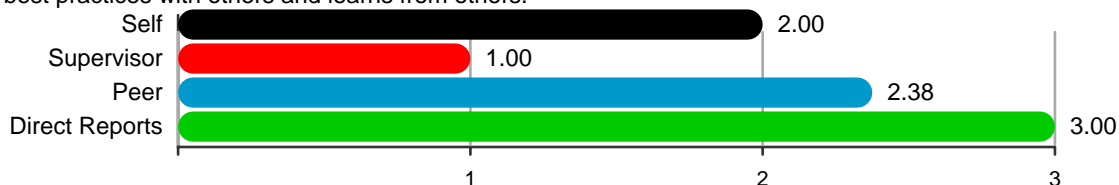
8. Sets relevant learning objectives and goals.



9. Pursues learning that will enhance job performance.



10. Shares best practices with others and learns from others.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
6. Grasps new ideas, concepts, technical, or business knowledge.	15	2.13	33.3	20%	47%	33%
7. Pursues professional development opportunities when they arise.	15	2.07	26.7	20%	53%	27%
8. Sets relevant learning objectives and goals.	15	2.33	40.0	7%	53%	40%
9. Pursues learning that will enhance job performance.	15	2.40	53.3	13%	33%	53%
10. Shares best practices with others and learns from others.	15	2.47	60.0	13%	27%	60%

Comments:

- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- _____ has done a wonderful job in supporting his team and making himself available.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- _____ is a great team player for our organization as a whole and for the Department itself.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.

Feedback

Definition:

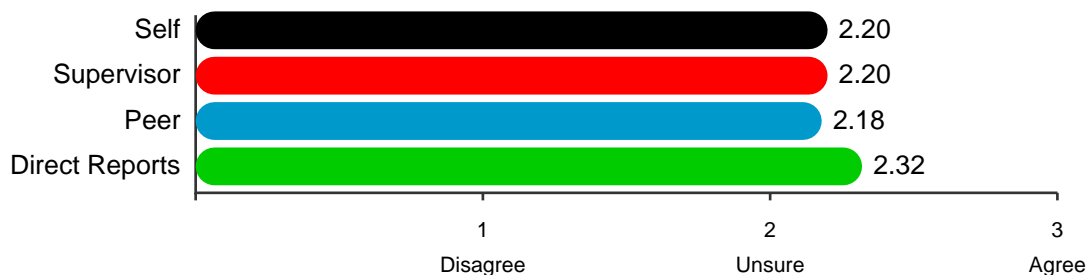
Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while aligning with the recipient's role and goals. A strong feedback culture encourages individuals to actively seek, welcome, and clarify input from diverse and trusted sources, fostering openness, self-awareness, and continuous learning. Effective feedback is supported by coaching, training, and a conducive environment, and is managed with integrity to ensure it leads to reflection, accountability, and meaningful progress.

Why this is Important:

Feedback, as defined through its many dimensions (specific, constructive, timely, balanced, and performance-focused) is essential for organizations because it drives continuous improvement at every level. When feedback is delivered with fairness, clarity, and respect, it fosters accountability, strengthens relationships, and aligns individual efforts with organizational goals. Cultivating a culture where feedback is actively sought, openly received, and acted upon (supported by coaching, training, and diverse perspectives) creates an environment of trust, learning, and adaptability. In today's fast-paced and complex business landscape, organizations that manage feedback well are better equipped to evolve, retain talent, and achieve sustained excellence.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

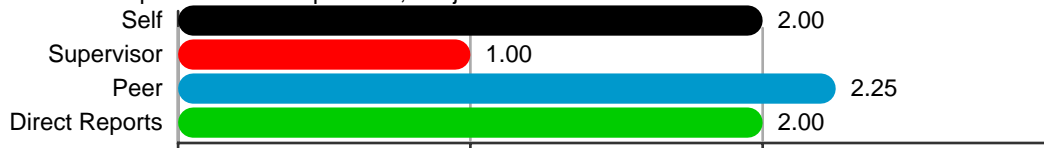
11. Executes effective plans to tackle problems highlighted by feedback.



12. Takes action on problems identified through feedback.



13. Uses concrete examples to illustrate patterns, not just isolated incidents or anecdotes.



14. Recognizes feedback as a vital catalyst for personal and professional development.



15. Is visible and approachable.



1 2 3

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
11. Executes effective plans to tackle problems highlighted by feedback.	15	2.33	40.0	7%	53%	40%
12. Takes action on problems identified through feedback.	15	2.07	20.0	13%	67%	20%
13. Uses concrete examples to illustrate patterns, not just isolated incidents or anecdotes.	15	2.07	26.7	20%	53%	27%
14. Recognizes feedback as a vital catalyst for personal and professional development.	15	2.27	40.0	13%	47%	40%
15. Is visible and approachable.	14	2.43	50.0	7%	43%	50%

Comments:

- _____ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about _____ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- _____ provides opportunities for his staff to grow professionally and encourages them.
- _____ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- He can fall behind on projects without providing timely feedback.

Delegation

Definition:

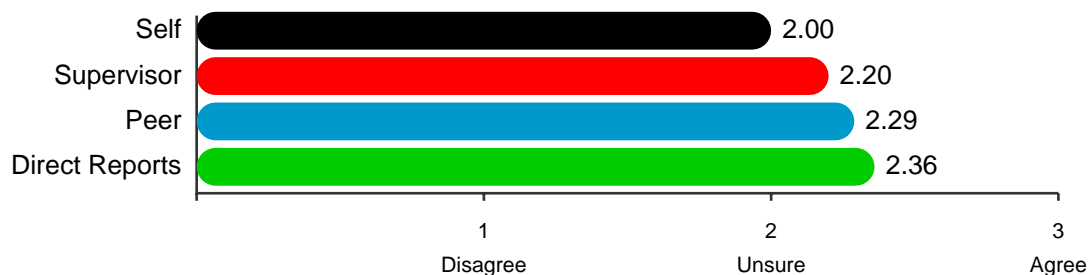
Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

Why this is Important:

Delegation is essential for organizations and companies because it optimizes efficiency, enhances employee engagement, and strengthens leadership. By strategically assigning tasks based on skills, expertise, and growth opportunities, companies ensure that work is distributed fairly and effectively, leading to higher productivity and better resource management. Additionally, empowering employees through autonomy and accountability fosters a culture of trust, innovation, and professional development, which improves morale, reduces burnout, and encourages long-term retention. When done correctly, delegation aligns individual strengths with business goals, driving sustainable success while allowing leaders to focus on higher-level strategy and vision.

Summary Scores:

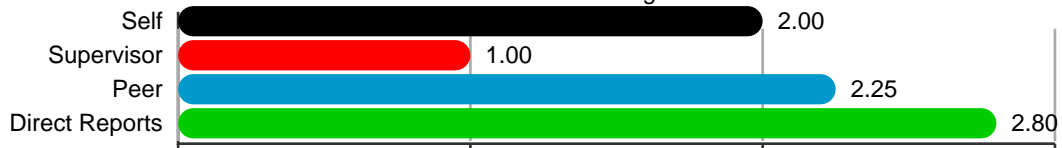
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

16. Assesses both technical skills and soft skills to ensure effective delegation.



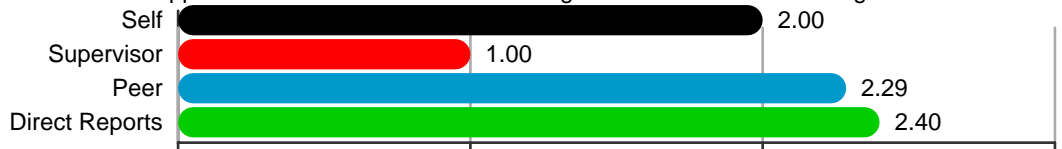
17. Recognizes employees' strengths and aligns tasks with their enthusiasm.



18. Provides clear expectations but allows for flexibility.



19. Facilitates access to support and resources that enable delegated tasks to deliver strategic value.



20. Tailors assignments to encourage growth and long-term success within the company.



1 2 3

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
16. Assesses both technical skills and soft skills to ensure effective delegation.	15	2.33	46.7	13%	40%	47%
17. Recognizes employees' strengths and aligns tasks with their enthusiasm.	15	2.33	40.0	7%	53%	40%
18. Provides clear expectations but allows for flexibility.	14	2.00	14.3	14%	71%	14%
19. Facilitates access to support and resources that enable delegated tasks to deliver strategic value.	14	2.21	42.9	21%	36%	43%
20. Tailors assignments to encourage growth and long-term success within the company.	15	2.53	60.0	7%	33%	60%

Comments:

- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- From what I can see _____ meets or exceeds all of these leadership roles but remember he is not my manager.
- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- _____ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with _____, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.

Innovation

Definition:

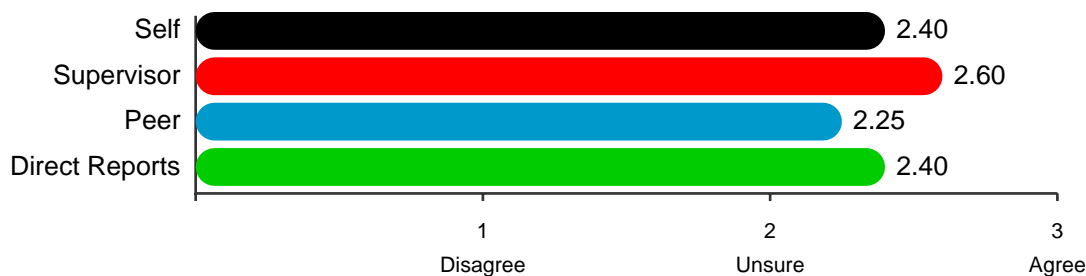
Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

Why this is Important:

Innovation can help drive business success by enabling the company to maintain competitive advantages to be a market leader. Innovations can help reduce costs through increased efficiency, process improvement, and automation. Innovation can expand markets and production scalability. Innovations may be required to maintain resilience.

Summary Scores:

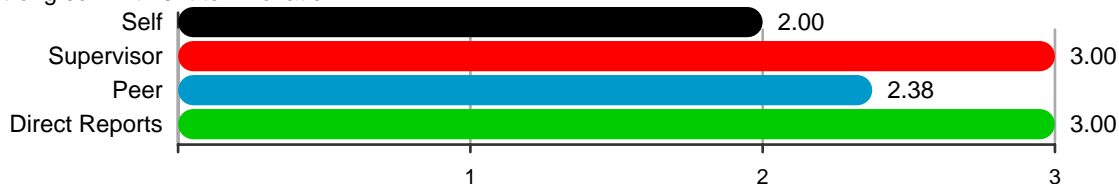
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

21. Has a strong commitment to innovation.



22. Encourages open communication to ensure that all proposals are considered.



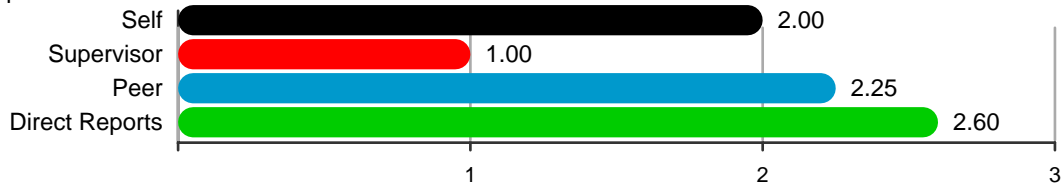
23. Values diverse opinions among team members.



24. Investigates all types of innovations.



25. Builds upon the ideas and solutions of others.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
21. Has a strong commitment to innovation.	15	2.60	66.7	7%	27%	67%
22. Encourages open communication to ensure that all proposals are considered.	15	2.33	40.0	7%	53%	40%
23. Values diverse opinions among team members.	15	2.07	20.0	13%	67%	20%
24. Investigates all types of innovations.	15	2.40	53.3	13%	33%	53%
25. Builds upon the ideas and solutions of others.	15	2.27	53.3	27%	20%	53%

Comments:

- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- _____ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- I think that _____ is making good strides in setting expectations through clear communication.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- _____ sets high standards for his team and ensures they perform professionally.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.

Goals

Definition:

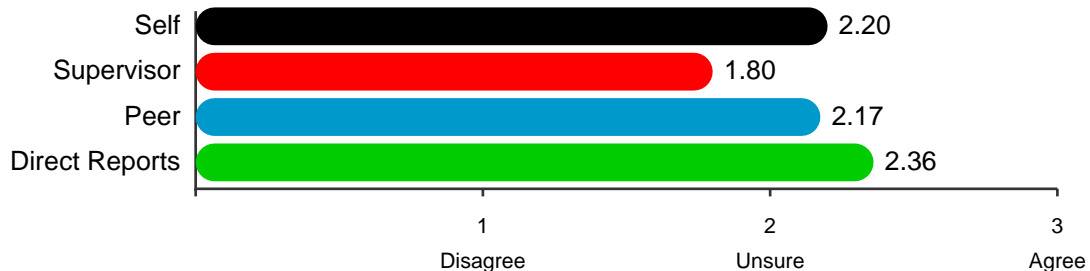
Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their objectives.

Why this is Important:

The goal setting competency is important in that it establishes focus and direction for a business helping to align the efforts of employees. These goals can motivate and engage employees by giving them a clear purpose and a sense of accomplishment. Goals also provide a framework (or benchmark) for measuring performance. Performance metrics help evaluate the effectiveness of different strategies. Goals also help to determine where resources should be allocated. Goals also establish lines of accountability and responsibility. Goals are also used in strategic planning.

Summary Scores:

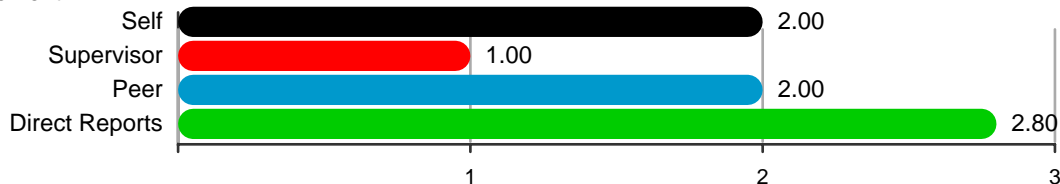
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

26. Achieves the completion of multiple goals through a combination of strategic planning, adaptability, and effective time management.



27. Adjusts goals according to the progress of employees.



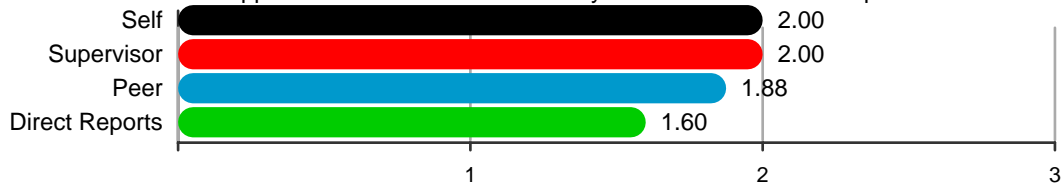
28. Keeps abreast of current developments pertaining to the job



29. Adheres to deadlines for the accomplishment of goals.



30. Fosters a collaborative and supportive environment where everyone feels valued and empowered to contribute their best efforts.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
26. Achieves the completion of multiple goals through a combination of strategic planning, adaptability, and effective time management.	15	2.20	33.3	13%	53%	33%
27. Adjusts goals according to the progress of employees.	15	2.00	26.7	27%	47%	27%
28. Keeps abreast of current developments pertaining to the job	15	2.47	53.3	7%	40%	53%
29. Adheres to deadlines for the accomplishment of goals.	15	2.60	60.0		40%	60%
30. Fosters a collaborative and supportive environment where everyone feels valued and empowered to contribute their best efforts.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- I think _____ should learn to be more concise and focused in his comments. He can consume a lot of meeting time with commentary that is lengthy and not always on point.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- I appreciate his style and support.

Results Oriented

Definition:

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes.

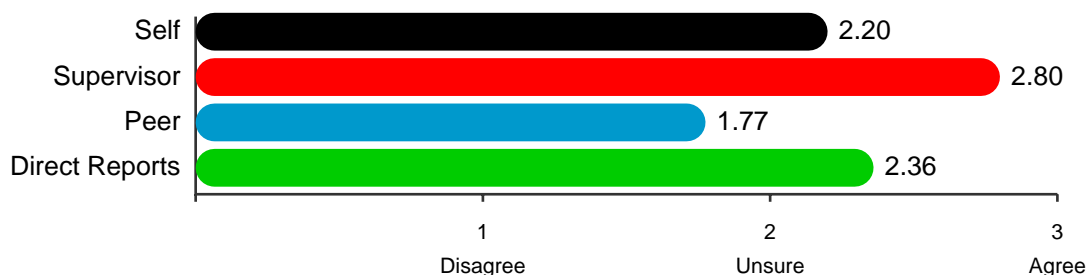
Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

Why this is Important:

Results oriented individuals are leaders having impact on the organization setting the standard by which others are measured. Achieving results is a critical function of organizations. Individuals with a results orientation help focus the direction of other employees toward a common goal, create innovative solutions to problems, increase production through efficiencies and improve the department and organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



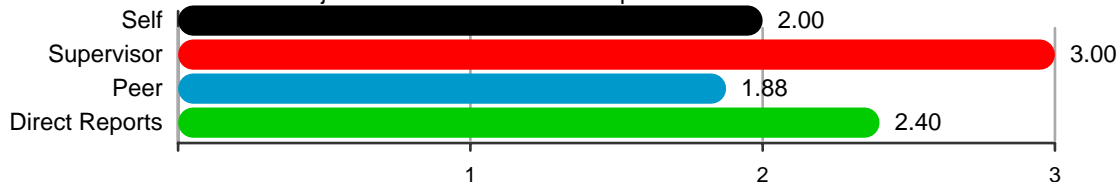
Scores on Each Item:

The scores for each of the items in this competency are shown below.

31. Reinforces a "can-do" attitude that helps overcome inertia or resistance.



32. Ensures the team understands the objective that needs to be completed.



33. Holds self and others accountable for achieving results.



34. Views obstacles as opportunities to improve self.



35. Ensures transparency around goals, actions, and decision rationale.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
31. Reinforces a "can-do" attitude that helps overcome inertia or resistance.	15	2.13	33.3	20%	47%	33%
32. Ensures the team understands the objective that needs to be completed.	15	2.13	33.3	20%	47%	33%
33. Holds self and others accountable for achieving results.	15	2.07	33.3	27%	40%	33%
34. Views obstacles as opportunities to improve self.	15	2.13	26.7	13%	60%	27%
35. Ensures transparency around goals, actions, and decision rationale.	15	1.87	20.0	33%	47%	20%

Comments:

- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- Manager routinely demonstrates all of the above characteristics, as marked
- He has taken his team to the next level.
- _____ collaborates well with other departments and managers.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
-

_____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.

Regulatory/Compliance

Definition:

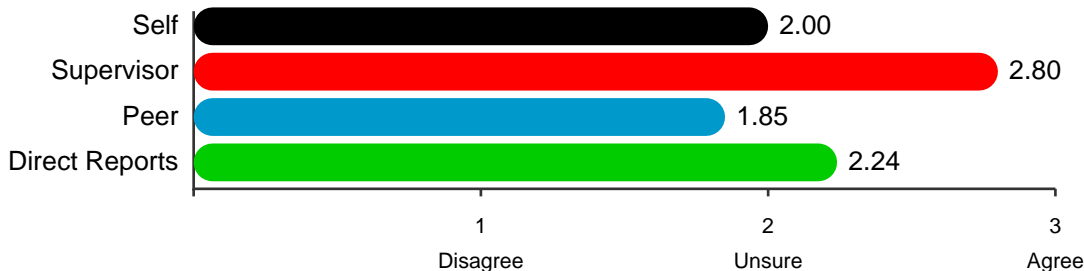
Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

Why this is Important:

Compliance helps identify and mitigate potential legal and financial risks. Maintaining high compliance standards enhances a company's reputation. Establishing clear compliance frameworks and reporting systems streamlines operations ensuring that all employees are aware of their responsibilities and reduces the likelihood of errors or misconduct. A strong compliance culture fosters a positive work environment allowing employees to feel more secure and valued in the organization. By prioritizing regulatory and compliance efforts, businesses can safeguard their operations, enhance their reputation, and ensure sustainable growth.

Summary Scores:

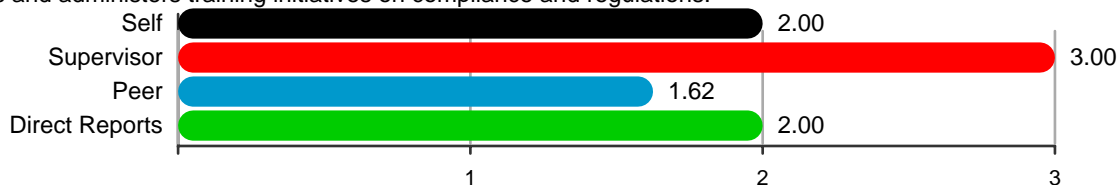
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

36. Creates and administers training initiatives on compliance and regulations.



37. Effectively communicates the importance of meeting compliance standards.



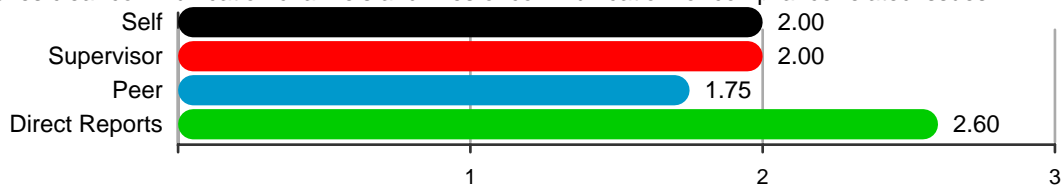
38. Implements internal control processes to detect misconduct or patterns of illegal transactions.



39. Responds accurately and completely to questions from regulators.



40. Establishes clear communication channels and lines of communication for compliance related issues.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree	Unsure	Agree
				1 1	2 2	3 3
36. Creates and administers training initiatives on compliance and regulations.	15	1.87	20.0	33%	47%	20%
37. Effectively communicates the importance of meeting compliance standards.	15	1.93	13.3	20%	67%	13%
38. Implements internal control processes to detect misconduct or patterns of illegal transactions.	15	2.07	33.3	27%	40%	33%
39. Responds accurately and completely to questions from regulators.	15	2.33	33.3		67%	33%
40. Establishes clear communication channels and lines of communication for compliance related issues.	15	2.07	33.3	27%	40%	33%

Comments:

- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to _____ last month.
- _____ has demonstrated the ability to manage significant changes in his area with great skill.
- I appreciate the honest evaluative feedback _____ provides for the staff in his area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- He is very astute, proactive in problem solving, and a great team member.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.

Entrepreneurship

Definition:

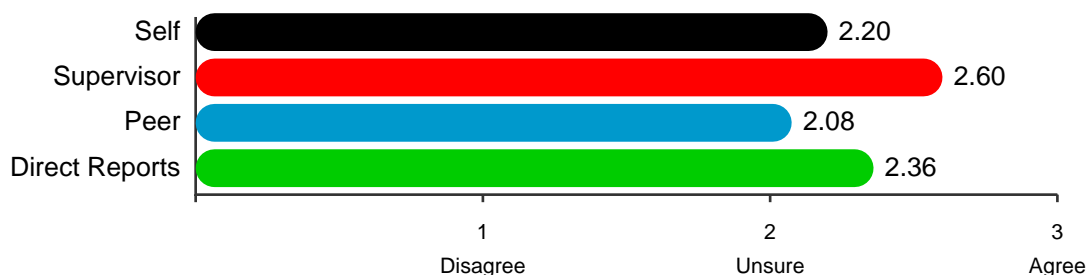
Ability to develop, manage, and expand business opportunities.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



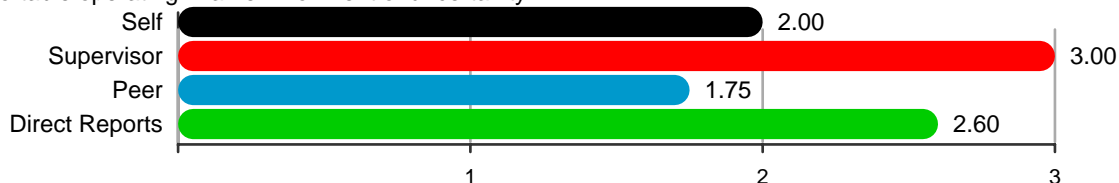
Scores on Each Item:

The scores for each of the items in this competency are shown below.

41. Exhibits determination and passion in completion of goals.



42. Is comfortable operating in an environment of uncertainty.



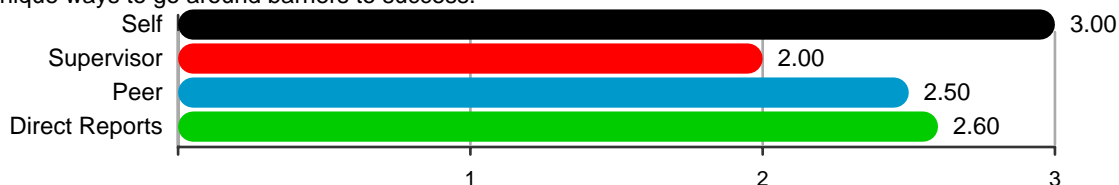
43. Maintains a high level of energy to respond to demands of the job.



44. Balances risks and rewards when making decisions.



45. Finds unique ways to go around barriers to success.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
41. Exhibits determination and passion in completion of goals.	15	2.00	26.7	27%	47%	27%
42. Is comfortable operating in an environment of uncertainty.	15	2.13	33.3	20%	47%	33%
43. Maintains a high level of energy to respond to demands of the job.	15	2.20	40.0	20%	40%	40%
44. Balances risks and rewards when making decisions.	15	2.20	26.7	7%	67%	27%
45. Finds unique ways to go around barriers to success.	15	2.53	60.0	7%	33%	60%

Comments:

- He is an outstanding manager.
- He seems to be well respected from members of his own team as well.
- _____'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.
- _____ is a great leader and supports his staff.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- Provides reinforcement and feedback within the context of the overall business strategy.

Fiscal Management

Definition:

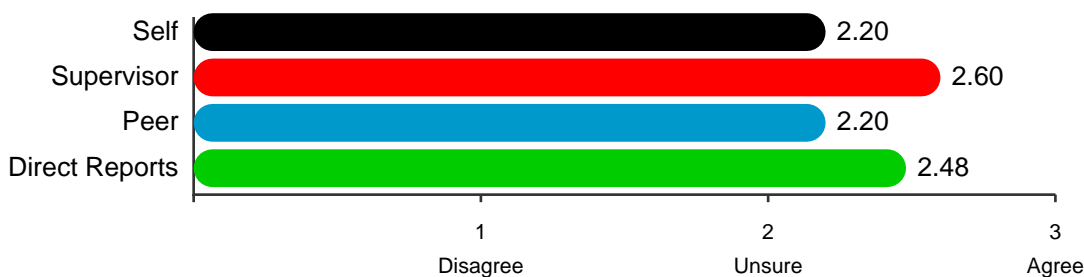
Maintains appropriate financial controls and budgets.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



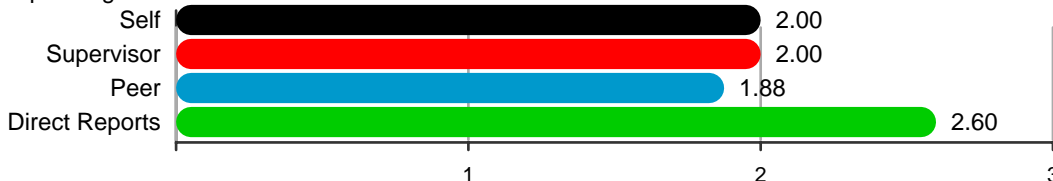
Scores on Each Item:

The scores for each of the items in this competency are shown below.

46. Develops budgets and plans for various programs and initiatives.



47. Monitors spending.



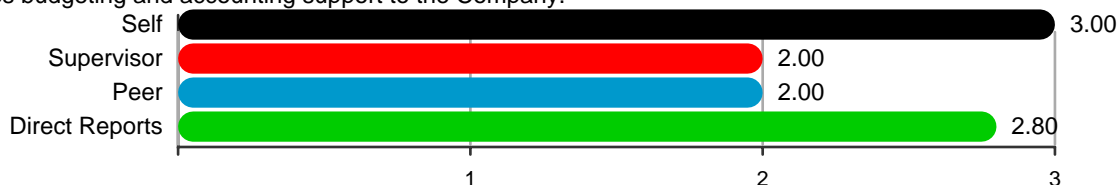
48. Develops of the department's annual budget.



49. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



50. Provides budgeting and accounting support to the Company.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
46. Develops budgets and plans for various programs and initiatives.	15	2.27	26.7		73%	27%
47. Monitors spending.	15	2.13	26.7	13%	60%	27%
48. Develops of the department's annual budget.	15	2.40	40.0		60%	40%
49. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	2.47	46.7		53%	47%
50. Provides budgeting and accounting support to the Company.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ is very approachable. He is able to get people to follow through and engage in their daily work.
- _____ has excellent communication skills.
- _____ is a great manager, committed to each employee in our department.
- _____ exceeds in above in all he does.
- Always appreciate _____'s organized approach to coordinating service opportunities between departments
- _____ has made good judgements in hiring top notch employees.