



Feedback Results
Your CompanyName Here
2025

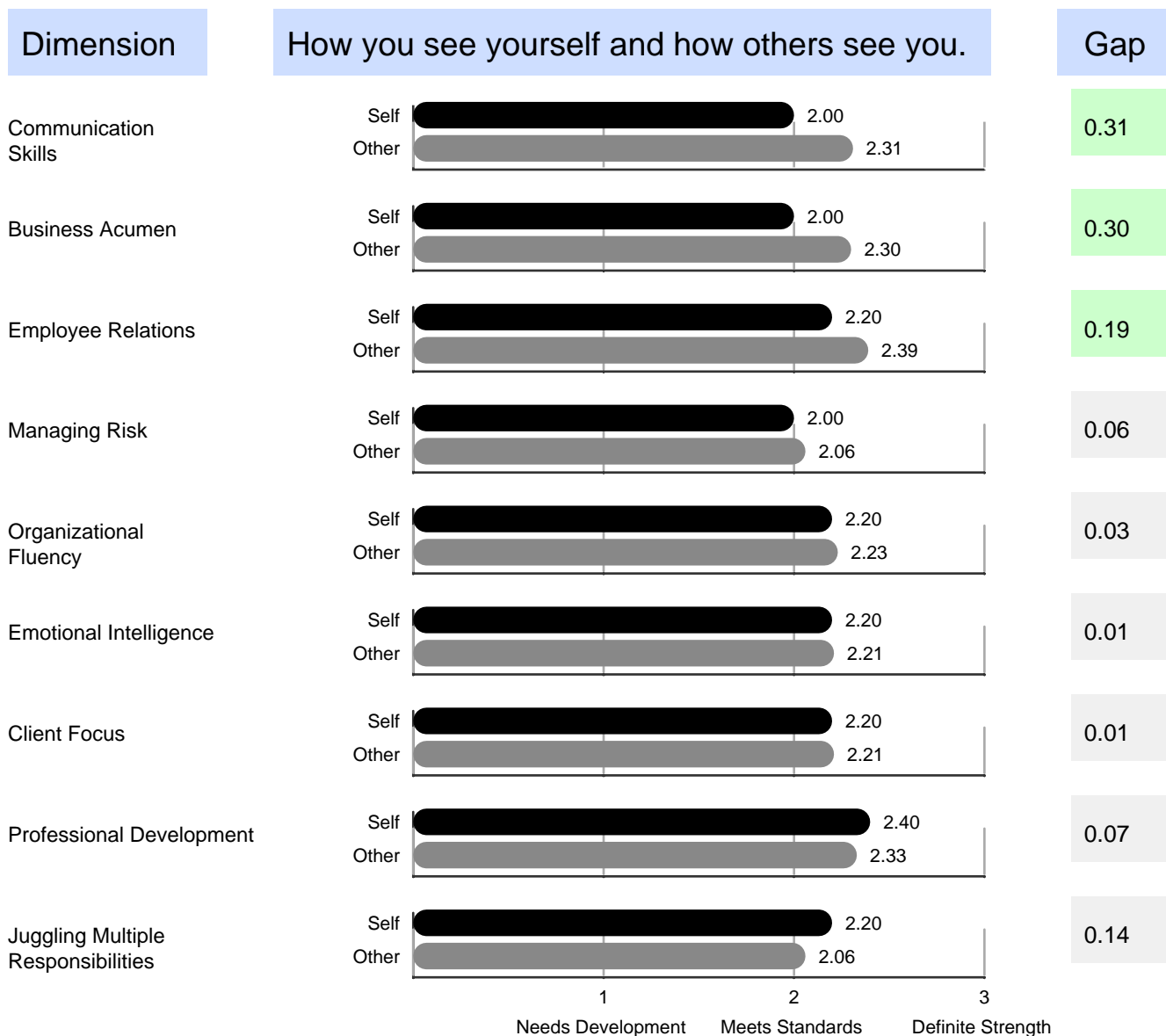
Sample Employee

Results Generated by HR-Survey

November 2025

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:

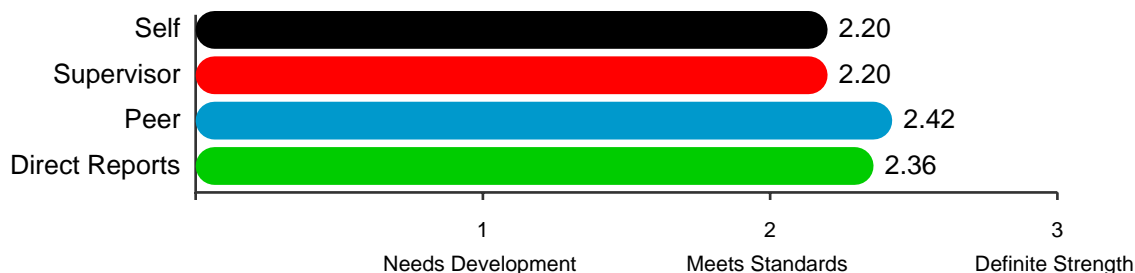
Employee Relations is the strategic practice of fostering trust, fairness, and mutual respect between employees and management through consistent communication, collaborative working relationships, and equitable interactions that reflect shared organizational values. It encompasses supportive leadership, 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:

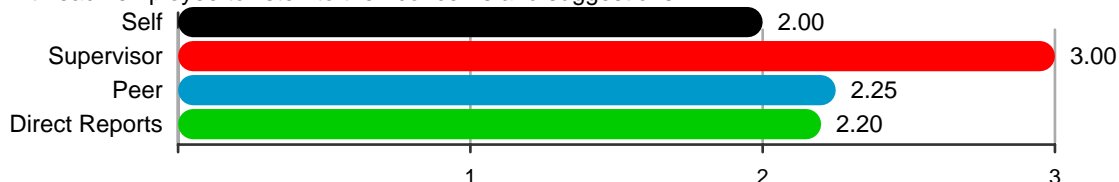
The summary scores shown here are an average of each of the items in this competency.



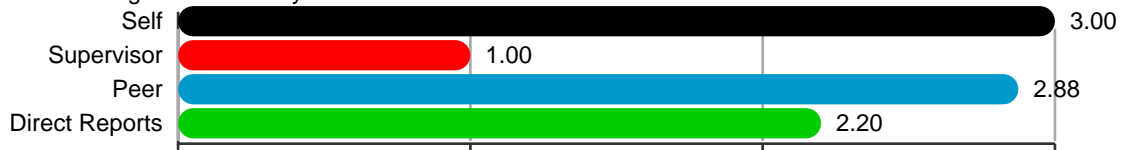
Scores on Each Item:

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

1. Speaks with each employee to listen to their concerns and suggestions.



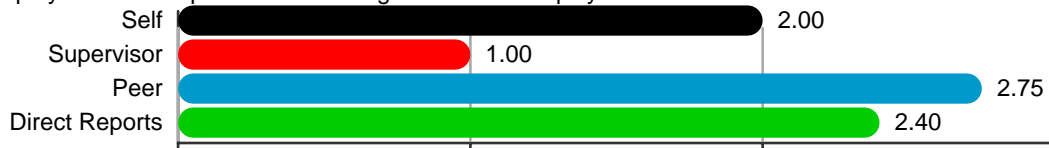
2. Follows the EEO regulations closely.



3. Treats staff with impartiality and empathy in day-to-day management decisions.



4. Uses employee relations practices reflecting fairness and equity across all levels.



5. Participates in collective bargaining with labor unions.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development			Meets Standards			Definite Strength		
				1	2	3	1	2	3	1	2	3
1. Speaks with each employee to listen to their concerns and suggestions.	15	2.27	33.3	7%	60%	33%						
2. Follows the EEO regulations closely.	15	2.53	73.3	20%	7%	73%						
3. Treats staff with impartiality and empathy in day-to-day management decisions.	15	2.33	40.0	7%	53%	40%						
4. Uses employee relations practices reflecting fairness and equity across all levels.	15	2.47	53.3	7%	40%	53%						
5. Participates in collective bargaining with labor unions.	15	2.27	40.0	13%	47%	40%						

Comments:

- Having had minimal interaction with ___'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with ___ and I appreciate her style and understanding and support of the work that I do.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- ___ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- ___ has high expectations of herself and her employees. She does an excellent job of managing the department.

Business Acumen

Definition:

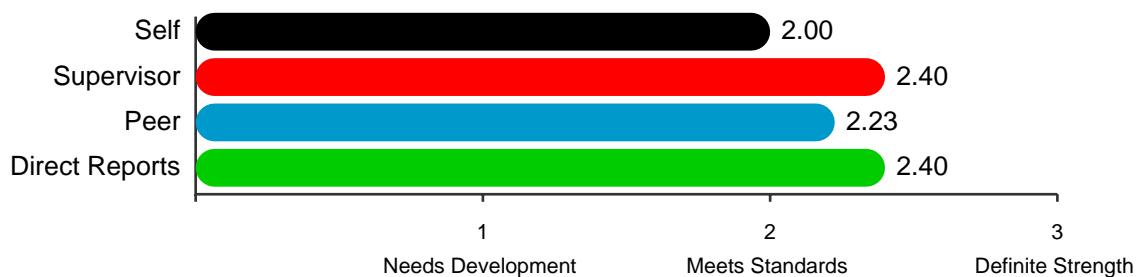
Business Acumen means understanding the business enterprise; gathering business information; thinking strategically; working efficiently; forward thinking; leadership and influence; understanding the mission and vision; sharing information; being impactful; working toward and supporting the customer; having financial literacy; managing risk; analytical; managing change; awareness of the market; and having regulatory knowledge.

Why this is Important:

Business acumen is a critical skill set for achieving success in business. It encompasses an understanding of how a business operates and the ability to facilitate operations, make strategic decisions, and communicate effectively to drive profitability and 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.

6. Recognizes the potential business impact of specific risks.



7. Considers environmental, social, and governance (ESG) factors to ensure the business is sustainable in the long run.



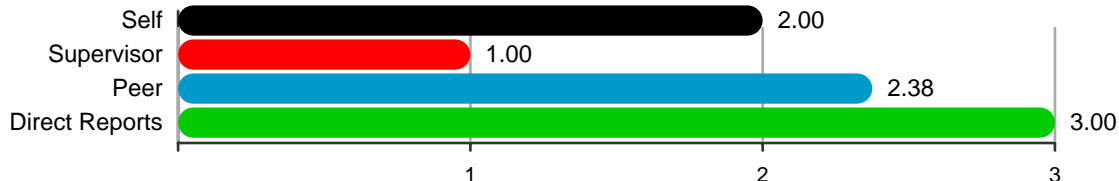
8. Sponsors and promotes business efficiency changes.



9. Engages in strategic alliances with valued partners.



10. Recognizes the individual needs of customers.



Level of Skill

The table below shows the responses in a graphic form where the percentage using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Recognizes the potential business impact of specific risks.	15	2.13	33.3	20%	47%	33%
7. Considers environmental, social, and governance (ESG) factors to ensure the business is sustainable in the long run.	15	2.07	26.7	20%	53%	27%
8. Sponsors and promotes business efficiency changes.	15	2.33	40.0	7%	53%	40%
9. Engages in strategic alliances with valued partners.	15	2.40	53.3	13%	33%	53%
10. Recognizes the individual needs of customers.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ has done a great job of continuing to grow and refine the service lines.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize her knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- One of the best supervisors that I have had.
- Always approachable no matter how busy she is.
- She is open to suggestions given her that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to her attention.
- ___ is very sharp and plays a vital role in this organization

Organizational Fluency

Definition:

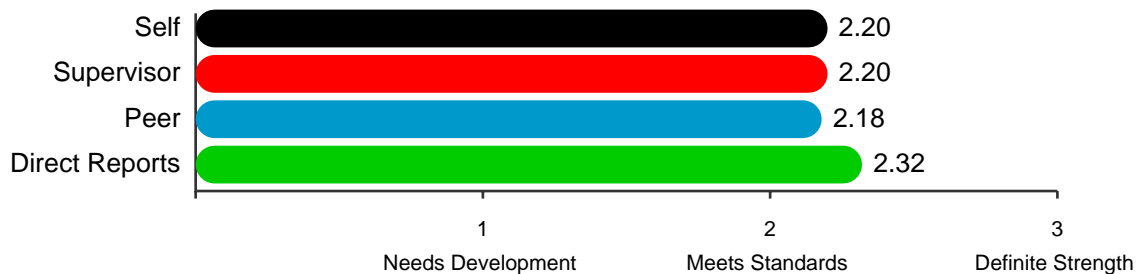
Able to work within the department/division/organization.
 Understand how different parts of the business interact.

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.

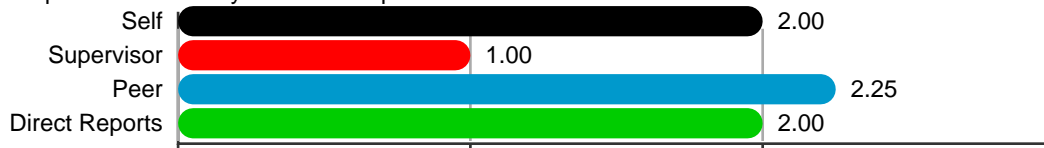
11. Able to explain departmental policies and procedures to others.



12. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



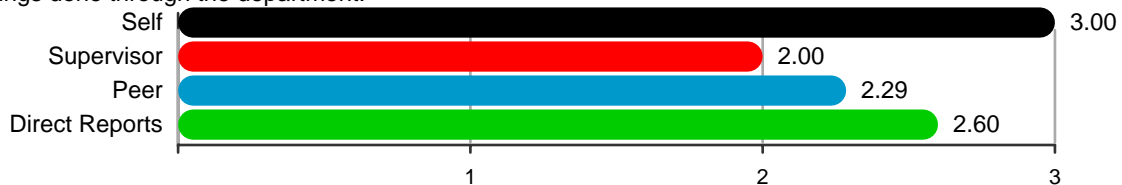
13. Anticipates problems that may affect the department.



14. Understands departmental policies and procedures.



15. Gets things done through the department.



Level of Skill

The table below shows the responses in a graphic form where the percentage using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Able to explain departmental policies and procedures to others.	15	2.33	40.0	7%	53%	40%
12. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.07	20.0	13%	67%	20%
13. Anticipates problems that may affect the department.	15	2.07	26.7	20%	53%	27%
14. Understands departmental policies and procedures.	15	2.27	40.0	13%	47%	40%
15. Gets things done through the department.	14	2.43	50.0	7%	43%	50%

Comments:

- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- I have never known ___ to not hire for talent.
- ___ needs no improvement
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.
- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.

Communication Skills

Definition:

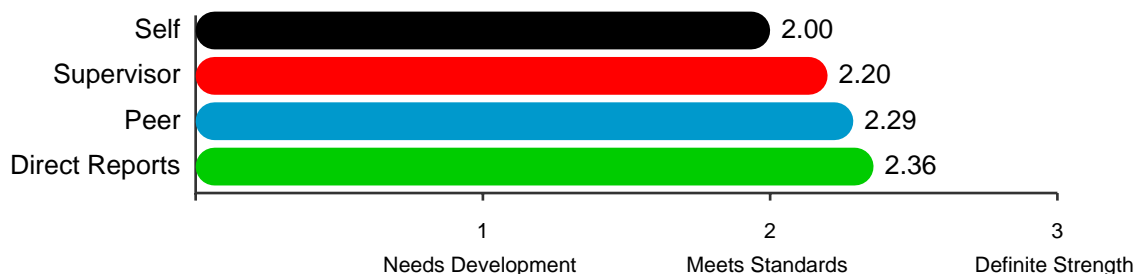
Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse audiences and ensuring messages are succinct, timely, and impactful. By being attentive, energetic, and persuasive, they excel in delivering presentations, coaching others, and fostering collaboration, empowering teams to achieve shared goals and organizational success.

Why this is Important:

Strong communication skills help organizations and companies as they ensure clear, effective exchange of ideas and information, which drives productivity, collaboration, and alignment toward shared goals. Leaders and employees who communicate with clarity, responsiveness, and professionalism create an environment of trust and mutual understanding, fostering teamwork and reducing misunderstandings. Moreover, timely and impactful communication—whether delivering presentations, providing feedback, or addressing challenges—enhances decision-making, empowers individuals, and strengthens relationships, leading to overall organizational success and adaptability.

Summary Scores:

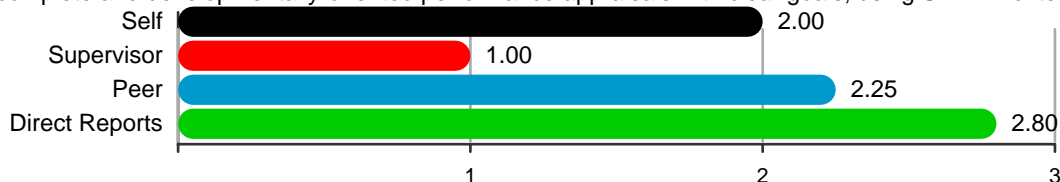
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Writes complete and developmentally-oriented performance appraisals with clear goals, using SMART criteria



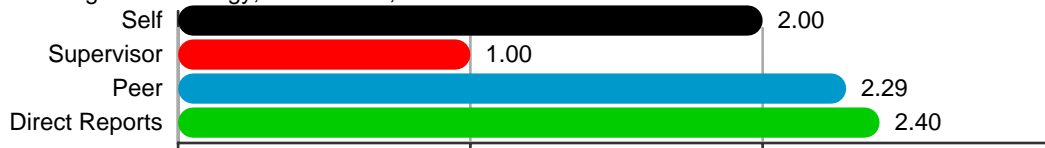
17. Mentors others on enhancing their written communication.



18. Communicates effectively with all levels of the organization.



19. Delivers messages with energy, enthusiasm, and conviction.



20. Provides the reasoning behind choices and actions.



Level of Skill

The table below shows the responses in a graphic form where the percentage using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
16. Writes complete and developmentally-oriented performance appraisals with clear goals, using SMART criteria	15	2.33	46.7	13%	40%	47%
17. Mentors others on enhancing their written communication.	15	2.33	40.0	7%	53%	40%
18. Communicates effectively with all levels of the organization.	14	2.00	14.3	14%	71%	14%
19. Delivers messages with energy, enthusiasm, and conviction.	14	2.21	42.9	21%	36%	43%
20. Provides the reasoning behind choices and actions.	15	2.53	60.0	7%	33%	60%

Comments:

- She encourages staff skill development and input to improve department processes
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- ___ is a valuable resource to the organization and the team.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.

Professional Development

Definition:

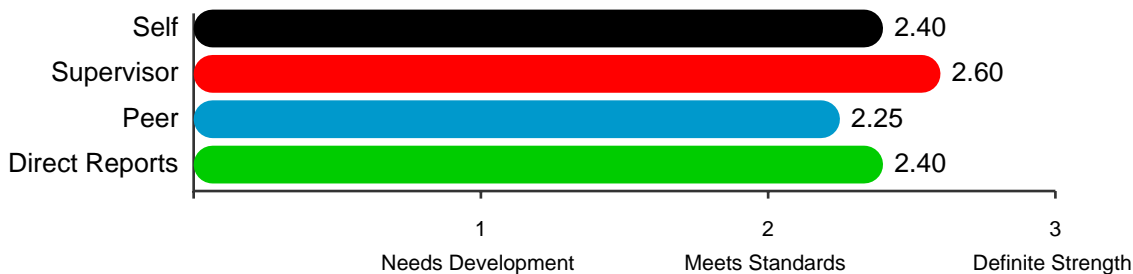
Improvement through specialized training and participating in advanced professional courses.

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.



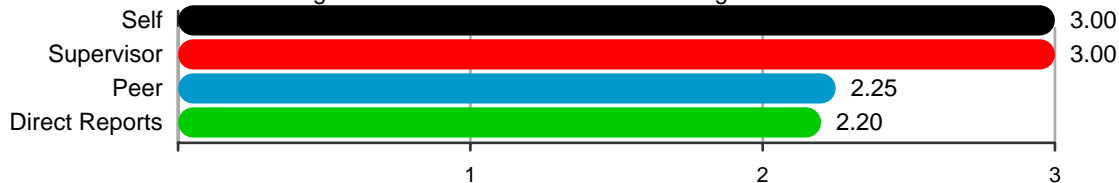
Scores on Each Item:

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

21. Seeks opportunities for continuous learning.



22. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



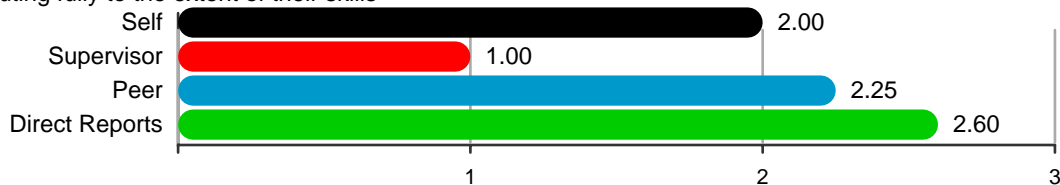
23. Encourages employees to take courses relevant to their job.



24. Keep themselves up-to-date of technical/professional issues



25. Contributing fully to the extent of their skills



Level of Skill

The table below shows the responses in a graphic form where the percentage using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
21. Seeks opportunities for continuous learning.	15	2.60	66.7	7%	27%	67%
22. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.33	40.0	7%	53%	40%
23. Encourages employees to take courses relevant to their job.	15	2.07	20.0	13%	67%	20%
24. Keep themselves up-to-date of technical/professional issues	15	2.40	53.3	13%	33%	53%
25. Contributing fully to the extent of their skills	15	2.27	53.3	27%	20%	53%

Comments:

- ___ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- ___ works very well with other departments.
- ___ is a very positive addition to our Management team.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.

Emotional Intelligence

Definition:

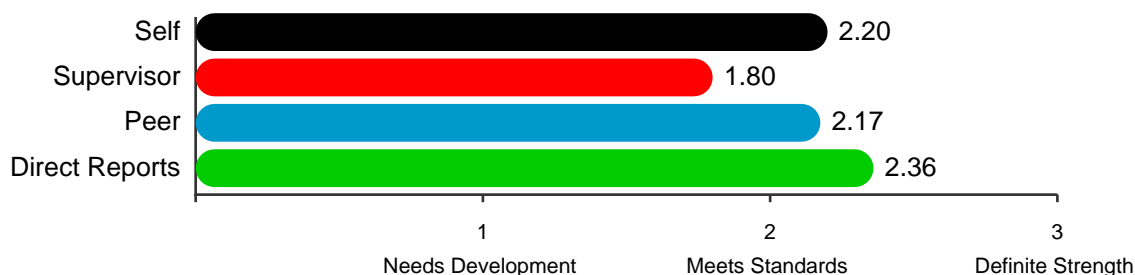
Ability to perceive, interpret, and understand the emotions of others.

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:

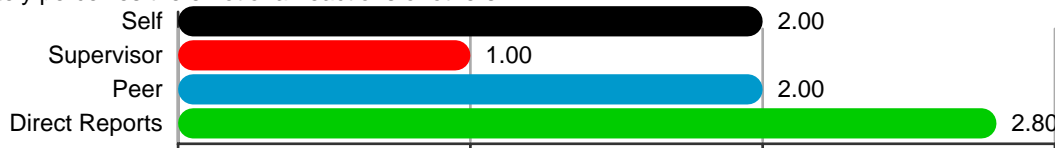
The summary scores shown here are an average of each of the items in this competency.



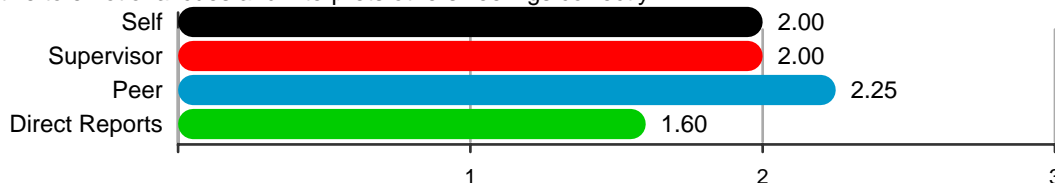
Scores on Each Item:

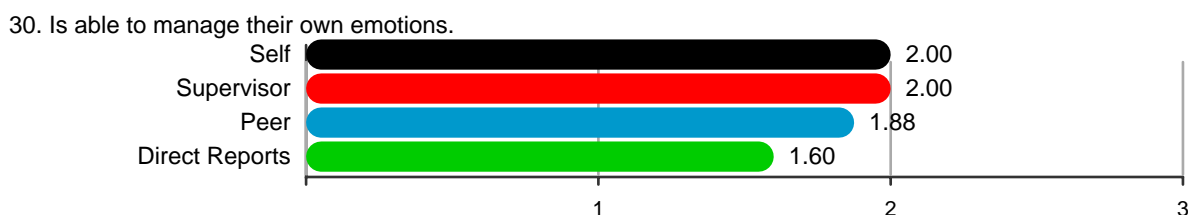
The scores for each of the items in this competency are shown below.

26. Accurately perceives the emotional reactions of others.



27. Is attentive to emotional cues and interprets others' feelings correctly.





Level of Skill

The table below shows the responses in a graphic form where the percentage using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
26. Accurately perceives the emotional reactions of others.	15	2.20	33.3	13%	53%	33%
27. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.00	26.7	27%	47%	27%
28. Is able to control their own emotions.	15	2.47	53.3	7%	40%	53%
29. Is able to express themselves clearly.	15	2.60	60.0		40%	60%
30. Is able to manage their own emotions.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ does not always follow through with things (ordering equipment).
- She also has always been thankful for any help that I have given her.
- ___'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- ___ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.

Juggling Multiple Responsibilities

Definition:

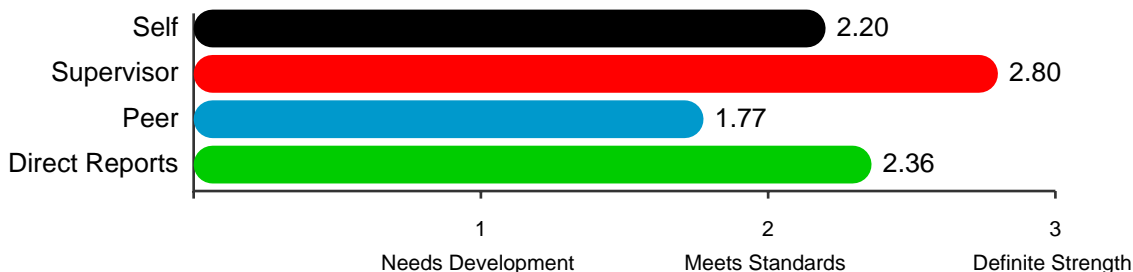
Manages time and decision making to accomplish multiple tasks simultaneously.
Multitasking saves time and increases productivity.

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.



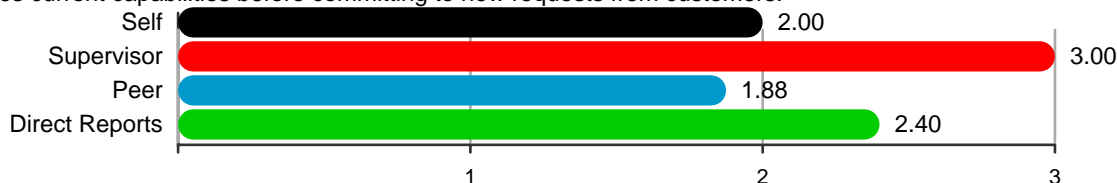
Scores on Each Item:

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

31. Assigns tasks based on skills of team members.



32. Assesses current capabilities before committing to new requests from customers.



33. Organizes tasks for the most efficient order of completion.



34. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.



35. Coordinates the work of a team by assigning tasks to other team members.



Level of Skill

The table below shows the responses in a graphic form where the percentage is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development (1)	Meets Standards (2)	Definite Strength (3)
31. Assigns tasks based on skills of team members.	15	2.13	33.3	20%	47%	33%
32. Assesses current capabilities before committing to new requests from customers.	15	2.13	33.3	20%	47%	33%
33. Organizes tasks for the most efficient order of completion.	15	2.07	33.3	27%	40%	33%
34. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	2.13	26.7	13%	60%	27%
35. Coordinates the work of a team by assigning tasks to other team members.	15	1.87	20.0	33%	47%	20%

Comments:

- Your initiative influences others in a positive way.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.
- ___ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- ___ is an excellent manager.

- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.

Managing Risk

Definition:

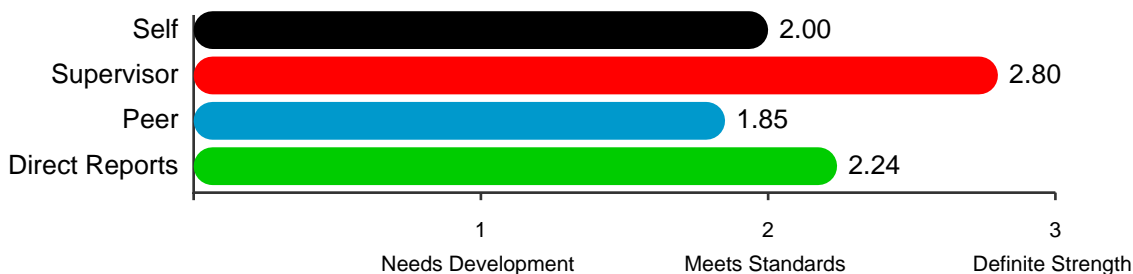
Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing those risks to reduce the occurrence of, or minimize the impact of, adverse events or to identify potential opportunities. Effective risk management can improve responsiveness to critical events and the information gathered can help improve strategic decision making.

Why this is Important:

Risk Management enhances the ability to swiftly return to normal operations after critical incidents through effective planning and mitigation. It increases organizational agility and customer responsiveness by quickly adapting to changes. By implementing risk management, companies can continuously improve and identify new opportunities, while proactively preventing issues before they arise.

Summary Scores:

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



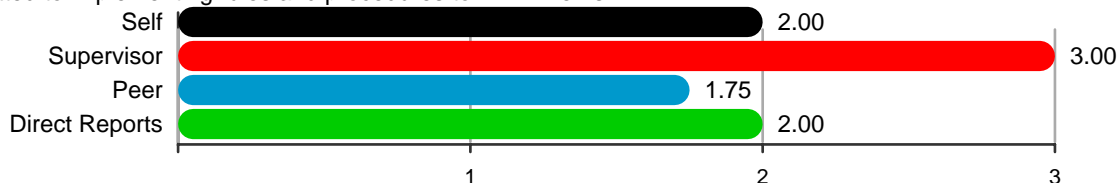
Scores on Each Item:

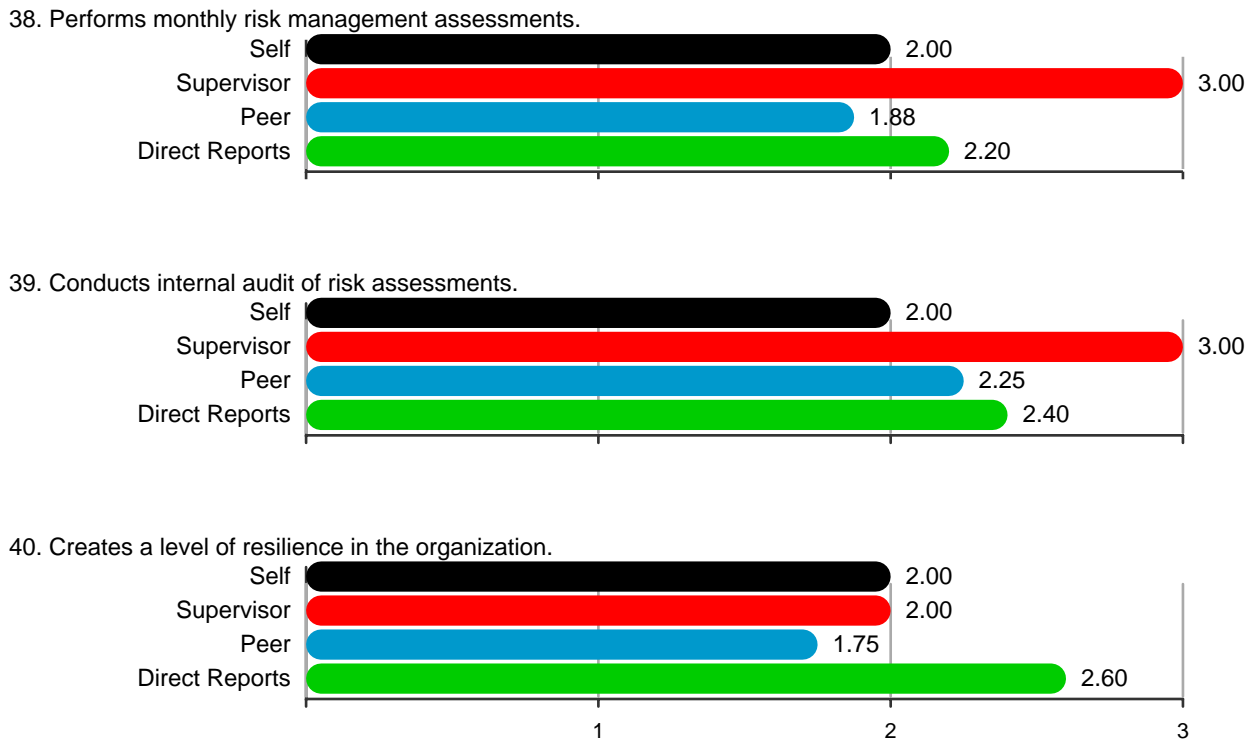
The scores for each of the items in this competency are shown below.

36. Quantifies current business practices to make better informed decisions.



37. Committed to implementing rules and procedures to minimize risk.





Level of Skill

The table below shows the responses in a graphic form where the percentage is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Quantifies current business practices to make better informed decisions.	15	1.87	20.0	33%	47%	20%
37. Committed to implementing rules and procedures to minimize risk.	15	1.93	13.3	20%	67%	13%
38. Performs monthly risk management assessments.	15	2.07	33.3	27%	40%	33%
39. Conducts internal audit of risk assessments.	15	2.33	33.3		67%	33%
40. Creates a level of resilience in the organization.	15	2.07	33.3	27%	40%	33%

Comments:

- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- ___ is very friendly and expresses genuine care for the staff when she is present.
- ___ applied her strong analytical skills to problem solving.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- ___ not only values and listens to her staff she also gives them the support they need.

Client Focus

Definition:

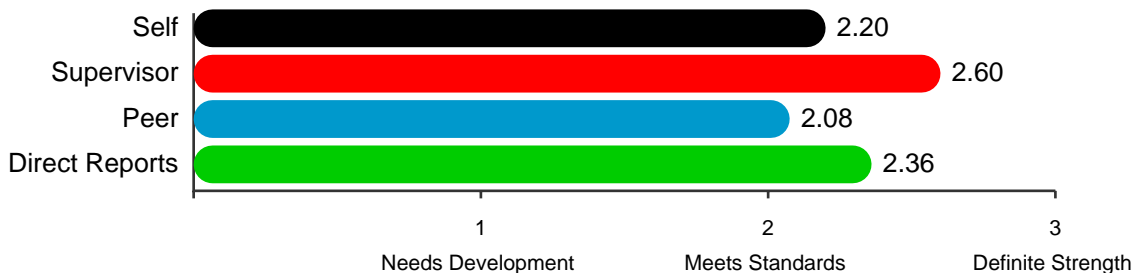
Client focus is the ability to understand, anticipate, and address client needs while maintaining responsiveness and accountability to ensure satisfaction. It involves delivering innovative and customized solutions, fostering strong relationships through active communication, and continuously improving services to enhance the client experience. A client-focused approach builds trust, ensures positive interactions, and demonstrates long-term commitment by consistently adapting to evolving expectations and providing high-quality service.

Why this is Important:

Client focus is essential for organizations because it fosters strong relationships, drives customer satisfaction, and ensures long-term business success. By proactively addressing client needs, delivering customized solutions, and maintaining open communication, companies build trust and loyalty while enhancing their competitive advantage. A client-centric approach leads to continuous improvement, positive interactions, and a reputation for excellence, ensuring sustained growth and customer retention.

Summary Scores:

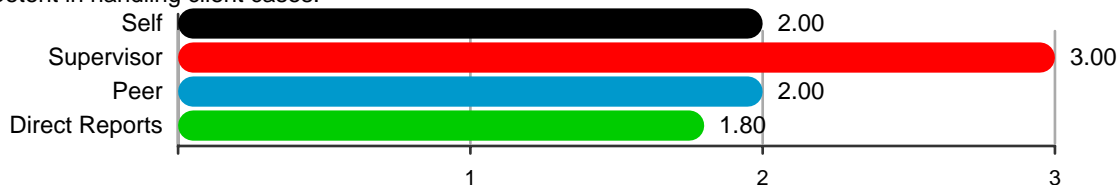
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

41. Is competent in handling client cases.



42. Effectively troubleshoots client issues.



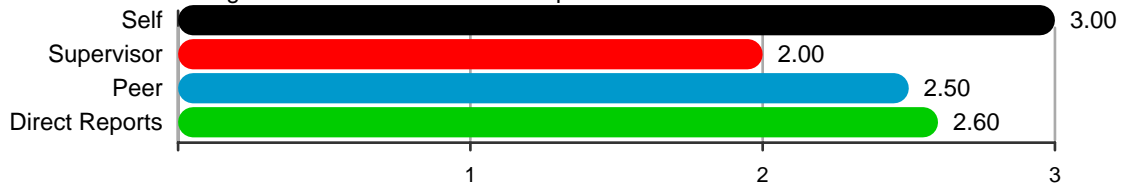
43. Creates innovative solutions for the clients.



44. Maintains up-to-date information regarding client products.



45. Their activities reflect a strong focus on the client relationship.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
41. Is competent in handling client cases.	15	2.00	26.7	27%	47%	27%
42. Effectively troubleshoots client issues.	15	2.13	33.3	20%	47%	33%
43. Creates innovative solutions for the clients.	15	2.20	40.0	20%	40%	40%
44. Maintains up-to-date information regarding client products.	15	2.20	26.7	7%	67%	27%
45. Their activities reflect a strong focus on the client relationship.	15	2.53	60.0	7%	33%	60%

Comments:

- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- ___ is so attentive to the needs of our department and to the needs of individuals.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.