

Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

February 2025

Introduction

What you will find in this report

This report includes the feedback results gathered for you. It is designed to assist you in recognizing your strengths, identifying areas for improvement, and understanding where your self-assessment may differ from the feedback providers' perspectives.

We trust that you will recall from your experiences the challenge of offering such feedback, remain receptive to different viewpoints, and be prepared to incorporate this feedback into your personal development.

Goals of the 360 Degree Feedback

Multi-Source Feedback offers a comprehensive view of an individual's behavior and performance by incorporating diverse perspectives from the workplace. It provides recipients with valuable insights for their development and enriches reviewers with additional feedback.

Receiving feedback from various sources can enhance your self-awareness, illuminate how others perceive you across different roles, and contribute to your professional growth.

Receiving Feedback

Feedback is a valuable tool for self-reflection. It helps us understand how others perceive us, which can differ from our own self-image. By reflecting on feedback, we can set specific goals for professional growth. It's important to view feedback as a perspective on how we can improve our performance and relationships. Seeking and receiving feedback is the only way to uncover our "blind spots" and learn about the unintended negative consequences of our actions.

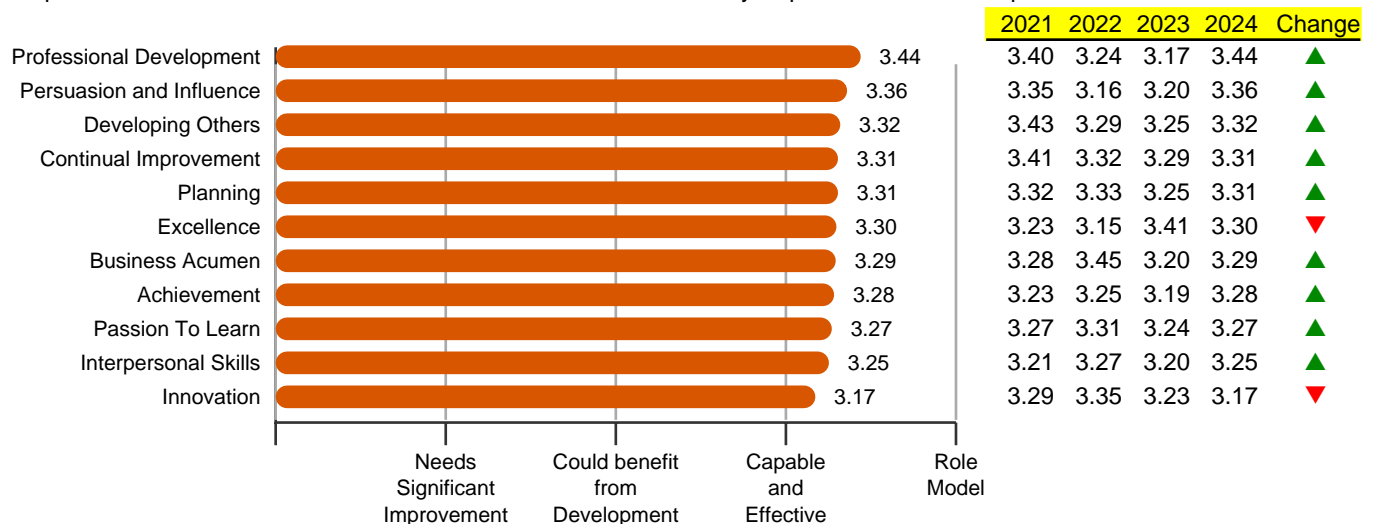
What to Do with Your Feedback

Use feedback to better understand yourself and set goals for improvement. Consider feedback as different perspectives on your strengths and weaknesses in specific areas where you want to be more effective.

Summary

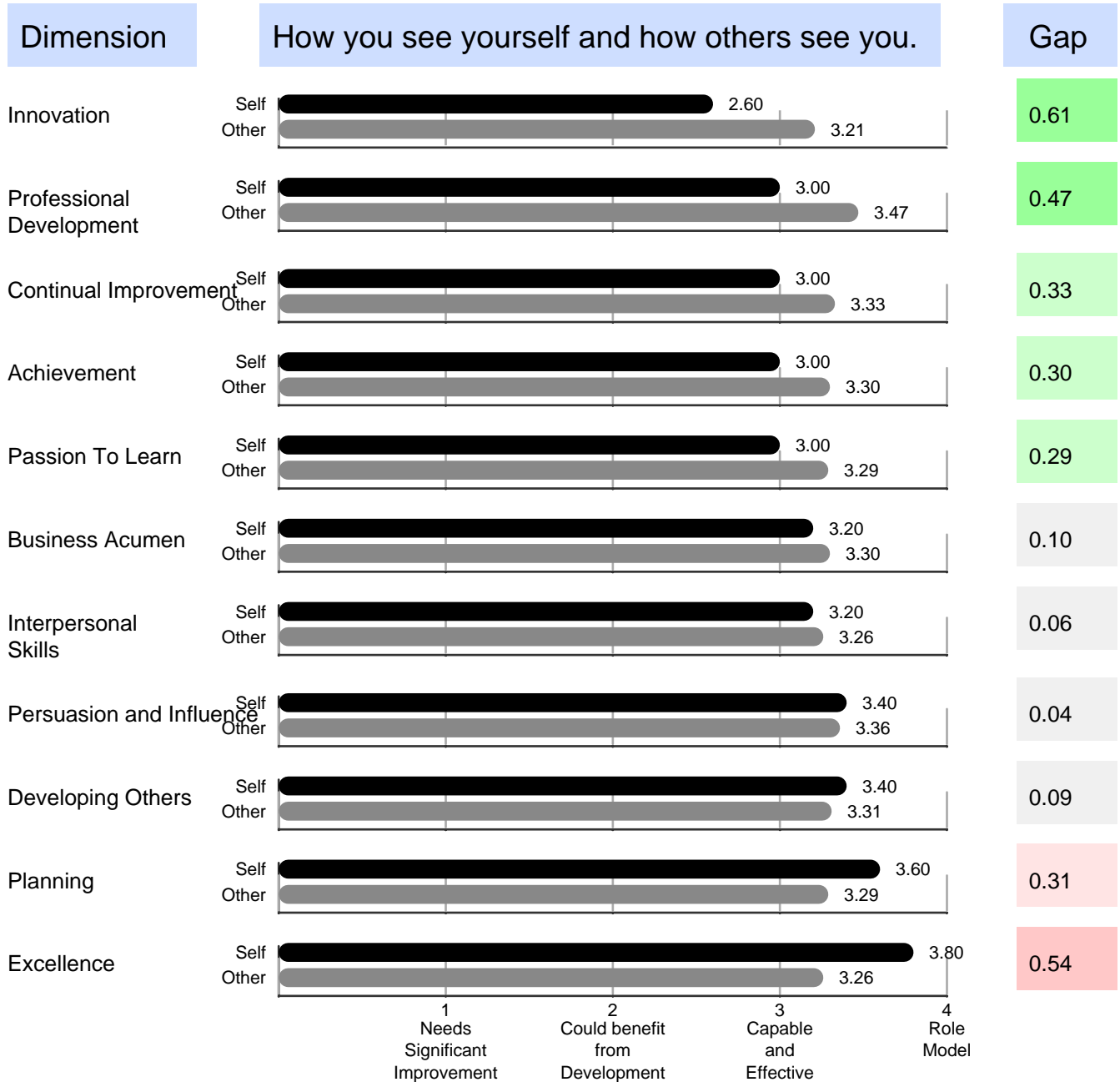
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

The summary scores for each dimension, displayed below, were derived by averaging the scores for all questions within that dimension from all respondents. These summary scores are arranged in descending order, with the highest scores at the top. The dimensions listed towards the bottom are the ones that may require the most development.



Gap Analysis

These charts graphically represent the "Gap" indicating the difference between your average self-assessment on each competency and the average rating given by other respondents. This visualization aids in identifying blind spots—areas where others rated you more favorably than you did yourself, indicated by varying shades of green. In contrast, it also highlights areas for improvement—where you rated yourself higher than others, shown in shades of red. The intensity of the color correlates with the size of the Gap. If a competency's Gap is not colored, it signifies consensus between your self-assessment and others' feedback.



Passion To Learn

High level of curiosity and committed to their professional development.

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 (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|----------------------------------------------------------------------------|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 1. Constantly enhances product knowledge through experimentation and play. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 2. Is open to feedback from others. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 3. Stays up-to-date on emerging technologies. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 4. Takes initiative for own learning and development. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 5. Takes advantage of training opportunities when they arise. | 14 | 3.21 | 85.7 | 14% | 50% | 36% | |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|----------------------------------------------------------------------------|------|------|------|------|---------|
| 1. Constantly enhances product knowledge through experimentation and play. | 3.20 | 3.20 | 3.00 | 3.20 | +0.20 ▲ |
| 2. Is open to feedback from others. | 3.27 | 3.40 | 3.40 | 3.33 | -0.07 ▼ |
| 3. Stays up-to-date on emerging technologies. | 3.40 | 3.40 | 3.27 | 3.33 | +0.07 ▲ |
| 4. Takes initiative for own learning and development. | 3.47 | 3.33 | 3.40 | 3.27 | -0.13 ▼ |
| 5. Takes advantage of training opportunities when they arise. | 3.00 | 3.20 | 3.13 | 3.21 | +0.08 ▲ |

Continual Improvement

A continual effort to improve ongoing workplace practices and products. Continuously seeking opportunities to improve efficiency of workplace processes.

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 (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|------------------------------------------------------------------------------------------------------|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 6. Looks for ways to improve work processes and procedures. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 7. Searches for new methods, techniques, and processes that increase efficiency and reduce costs. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 8. Open to the suggestions from others. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 9. Encourages an employee culture of continuous improvement to seek out better ways of doing things. | 15 | 3.27 | 86.7 | 13% | 47% | 40% | |
| 10. Looks for ways to expand current job responsibilities. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|------------------------------------------------------------------------------------------------------|------|------|------|------|---------|
| 6. Looks for ways to improve work processes and procedures. | 3.40 | 3.13 | 3.07 | 3.47 | +0.40 ▲ |
| 7. Searches for new methods, techniques, and processes that increase efficiency and reduce costs. | 3.40 | 3.20 | 3.33 | 3.40 | +0.07 ▲ |
| 8. Open to the suggestions from others. | 3.40 | 3.40 | 3.20 | 3.20 | |
| 9. Encourages an employee culture of continuous improvement to seek out better ways of doing things. | 3.53 | 3.40 | 3.60 | 3.27 | -0.33 ▼ |
| 10. Looks for ways to expand current job responsibilities. | 3.33 | 3.47 | 3.27 | 3.20 | -0.07 ▼ |

Professional Development

Improvement through specialized training and participating in advanced professional courses.

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 (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|--------------------------------------------------------------------------------|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 11. Demonstrate enthusiasm and a willingness to learn new skills and knowledge | 15 | 3.67 | 100.0 | 33% | 67% | | |
| 12. Seeks opportunities for continuous learning. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 13. Encourages employees to take courses relevant to their job. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 14. Seeks opportunities for professional development. | 15 | 3.47 | 100.0 | 53% | 47% | | |
| 15. Keep themselves up-to-date of technical/professional issues | 15 | 3.53 | 100.0 | 47% | 53% | | |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|--------------------------------------------------------------------------------|------|------|------|------|---------|
| 11. Demonstrate enthusiasm and a willingness to learn new skills and knowledge | 3.40 | 3.40 | 3.27 | 3.67 | +0.40 ▲ |
| 12. Seeks opportunities for continuous learning. | 3.53 | 3.20 | 3.00 | 3.40 | +0.40 ▲ |
| 13. Encourages employees to take courses relevant to their job. | 3.20 | 3.21 | 3.40 | 3.13 | -0.27 ▼ |
| 14. Seeks opportunities for professional development. | 3.20 | 3.13 | 3.00 | 3.47 | +0.47 ▲ |
| 15. Keep themselves up-to-date of technical/professional issues | 3.67 | 3.27 | 3.20 | 3.53 | +0.33 ▲ |

Persuasion and Influence

Able to persuade and influence others to obtain certain objectives and goals.

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 (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|------------------------------------------------------------------|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 16. Persuades others to consider alternative points of view. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 17. Able to express own goals and needs. | 15 | 2.93 | 73.3 | 27% | 53% | 20% | |
| 18. Develops a good rapport with others. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 19. Attempts to persuade others rather than simply control them. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 20. Understanding what others need. | 15 | 3.47 | 100.0 | | 53% | 47% | |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|------------------------------------------------------------------|------|------|------|------|---------|
| 16. Persuades others to consider alternative points of view. | 3.33 | 3.00 | 3.07 | 3.47 | +0.40 ▲ |
| 17. Able to express own goals and needs. | 3.40 | 3.20 | 3.33 | 2.93 | -0.40 ▼ |
| 18. Develops a good rapport with others. | 3.47 | 3.53 | 3.20 | 3.40 | +0.20 ▲ |
| 19. Attempts to persuade others rather than simply control them. | 3.13 | 2.87 | 3.53 | 3.53 | |
| 20. Understanding what others need. | 3.40 | 3.20 | 2.87 | 3.47 | +0.60 ▲ |

Innovation

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.

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 (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|------------------------------------------------------------------------------------------------------------------------------|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 21. Encourages others to experiment and learn from their mistakes without fear of retribution. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 22. Embraces disruptive strategies enabling the organization to create groundbreaking advancements that outpace competitors. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 23. Fine-tunes innovative strategies to maximize resource utilization and achieve desired outcomes. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 24. Improves on ideas of others. | 15 | 3.13 | 80.0 | 7% | 13% | 40% | 40% |
| 25. Establishes measurable innovation goals and regularly track progress to maintain focus and momentum. | 15 | 3.07 | 86.7 | 13% | 67% | | 20% |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|------------------------------------------------------------------------------------------------------------------------------|------|------|------|------|---------|
| 21. Encourages others to experiment and learn from their mistakes without fear of retribution. | 3.47 | 3.13 | 3.20 | 3.00 | -0.20 ▼ |
| 22. Embraces disruptive strategies enabling the organization to create groundbreaking advancements that outpace competitors. | 3.20 | 3.33 | 3.07 | 3.53 | +0.47 ▲ |
| 23. Fine-tunes innovative strategies to maximize resource utilization and achieve desired outcomes. | 3.20 | 3.47 | 3.27 | 3.13 | -0.13 ▼ |
| 24. Improves on ideas of others. | 3.33 | 3.47 | 3.33 | 3.13 | -0.20 ▼ |
| 25. Establishes measurable innovation goals and regularly track progress to maintain focus and momentum. | 3.27 | 3.33 | 3.27 | 3.07 | -0.20 ▼ |

Achievement

A consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. Individuals with high achievement orientation are often self-motivated, disciplined, and persistent. They seek out feedback, are adaptable, and have a strong work ethic; always striving to do better.

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 (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|------------------------------------------------------------------|----|------|------|-------------------------------|--------------------------------|-----------------------|------------|
| 26. Increased production by 20 percent. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 27. Successfully launched the ABC project. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 28. Works at a quick pace to complete a high volume of work. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 29. Created impactful reports for the re-organization committee. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 30. Takes reasonable risks to achieve desired results. | 14 | 3.00 | 92.9 | 7% | 79% | | 14% |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|------------------------------------------------------------------|------|------|------|------|---------|
| 26. Increased production by 20 percent. | 3.53 | 3.33 | 3.33 | 3.20 | -0.13 ▼ |
| 27. Successfully launched the ABC project. | 3.20 | 3.33 | 2.93 | 3.40 | +0.47 ▲ |
| 28. Works at a quick pace to complete a high volume of work. | 3.33 | 3.13 | 3.40 | 3.60 | +0.20 ▲ |
| 29. Created impactful reports for the re-organization committee. | 3.21 | 3.20 | 3.20 | 3.20 | |
| 30. Takes reasonable risks to achieve desired results. | 2.87 | 3.27 | 3.07 | 3.00 | -0.07 ▼ |

Excellence

Is excellent in performing their job duties and tasks.

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 (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|--------------------------------------------------------------------------------|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 31. Produces high quality work. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 32. Can be counted on to add value wherever they are involved. | 14 | 3.29 | 100.0 | | 71% | 29% | |
| 33. Demonstrates the functional or technical skills necessary to do their job. | 15 | 3.27 | 100.0 | | 73% | 27% | |
| 34. Keeps themselves and others focused on constant improvement. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 35. Takes a lot of pride in their work. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|--------------------------------------------------------------------------------|------|------|------|------|---------|
| 31. Produces high quality work. | 3.13 | 3.07 | 3.47 | 3.33 | -0.13 ▼ |
| 32. Can be counted on to add value wherever they are involved. | 3.40 | 3.07 | 3.60 | 3.29 | -0.31 ▼ |
| 33. Demonstrates the functional or technical skills necessary to do their job. | 3.07 | 3.33 | 3.33 | 3.27 | -0.07 ▼ |
| 34. Keeps themselves and others focused on constant improvement. | 3.33 | 3.00 | 3.53 | 3.47 | -0.07 ▼ |
| 35. Takes a lot of pride in their work. | 3.20 | 3.27 | 3.13 | 3.13 | |

Interpersonal Skills

Interpersonal Skills are the wide range of abilities that facilitate interactions with others through communication, empathy, honesty. These skills help you to build, develop and maintain strong/effective relationships with others and to relate to people of diverse backgrounds. To engage and inspire others. Individuals with high interpersonal skills treat others with courtesy, sensitivity, and respect.

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 (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|----------------------------------------------------------------------------------------|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 36. Willing to overlook personal differences and focus on completing the task at hand. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. Demonstrates good communication with colleagues and customers. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 38. Values the input from coworkers. | 15 | 3.07 | 86.7 | 13% | 67% | | 20% |
| 39. Works diligently to assist customers in finding the right products. | 15 | 3.33 | 100.0 | | 67% | | 33% |
| 40. Communicates well at all levels of the organization. | 15 | 3.33 | 100.0 | | 67% | | 33% |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|----------------------------------------------------------------------------------------|------|------|------|------|---------|
| 36. Willing to overlook personal differences and focus on completing the task at hand. | 3.53 | 3.20 | 3.33 | 3.20 | -0.13 ▼ |
| 37. Demonstrates good communication with colleagues and customers. | 3.20 | 3.27 | 3.07 | 3.33 | +0.26 ▲ |
| 38. Values the input from coworkers. | 3.13 | 3.40 | 3.33 | 3.07 | -0.27 ▼ |
| 39. Works diligently to assist customers in finding the right products. | 3.20 | 3.27 | 3.00 | 3.33 | +0.33 ▲ |
| 40. Communicates well at all levels of the organization. | 3.00 | 3.20 | 3.27 | 3.33 | +0.07 ▲ |

Developing Others

Training and developing members of the team/department.

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 (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---------------------------------------------------------------------------------------------|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 41. Recognizes and celebrates accomplishments of others. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. Assesses employees' developmental needs. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 43. Creates opportunities for professional development. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. Sets performance objectives for subordinates that encourages development opportunities. | 15 | 3.27 | 100.0 | | 73% | 27% | |
| 45. Creates a work environment that fosters positive feedback to employees. | 15 | 3.47 | 100.0 | | 53% | 47% | |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|---------------------------------------------------------------------------------------------|------|------|------|------|---------|
| 41. Recognizes and celebrates accomplishments of others. | 3.47 | 3.20 | 2.93 | 3.33 | +0.40 ▲ |
| 42. Assesses employees' developmental needs. | 3.27 | 3.53 | 3.13 | 3.40 | +0.27 ▲ |
| 43. Creates opportunities for professional development. | 3.87 | 3.13 | 3.20 | 3.13 | -0.07 ▼ |
| 44. Sets performance objectives for subordinates that encourages development opportunities. | 3.33 | 3.27 | 3.87 | 3.27 | -0.60 ▼ |
| 45. Creates a work environment that fosters positive feedback to employees. | 3.20 | 3.33 | 3.13 | 3.47 | +0.33 ▲ |

Business Acumen

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.

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 (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|------------------------------------------------------------------------------------------------|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 46. Understands the costs, profits, markets, and added value of issues. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 47. Maintains currency with laws, regulations, policies, procedures, trends, and developments. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 48. Keeps informed of current income and expenses. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 49. Aware of regulations that impact our business. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 50. Develops strategic plans to promote business and organizational strengths. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|------------------------------------------------------------------------------------------------|------|------|------|------|---------|
| 46. Understands the costs, profits, markets, and added value of issues. | 3.27 | 3.40 | 3.20 | 3.40 | +0.20 ▲ |
| 47. Maintains currency with laws, regulations, policies, procedures, trends, and developments. | 3.33 | 3.40 | 3.20 | 3.20 | |
| 48. Keeps informed of current income and expenses. | 3.60 | 3.33 | 3.20 | 3.20 | |
| 49. Aware of regulations that impact our business. | 3.00 | 3.47 | 3.13 | 3.47 | +0.33 ▲ |
| 50. Develops strategic plans to promote business and organizational strengths. | 3.20 | 3.67 | 3.27 | 3.20 | -0.07 ▼ |

Planning

Planning is a core aspect of organizational management. Contingency planning, strategic planning, forecasting, resource management, project management, staffing, scheduling, and logistics are all important types of planning in organizations. Planning gives direction and sets the framework for managing time and resources by identifying goals, setting priorities, and establishing the steps needed to reach those goals.

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 (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|-------------------------------------------------------------------------------|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 51. Able to identify the needs of the department before a major change. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 52. Purchases equipment and software that will be needed in the future. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 53. Determines staffing needs for the project/department. | 15 | 3.33 | 100.0 | | 67% | | 33% |
| 54. Determines the allocation of funds based on plans for future development. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 55. Sets up and monitors timeframes and plans | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|-------------------------------------------------------------------------------|------|------|------|------|---------|
| 51. Able to identify the needs of the department before a major change. | 3.47 | 3.47 | 3.13 | 3.53 | +0.40 ▲ |
| 52. Purchases equipment and software that will be needed in the future. | 3.47 | 3.00 | 3.60 | 3.27 | -0.33 ▼ |
| 53. Determines staffing needs for the project/department. | 3.20 | 3.20 | 3.13 | 3.33 | +0.20 ▲ |
| 54. Determines the allocation of funds based on plans for future development. | 3.20 | 3.60 | 3.13 | 3.40 | +0.27 ▲ |
| 55. Sets up and monitors timeframes and plans | 3.27 | 3.40 | 3.27 | 3.00 | -0.27 ▼ |