



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.

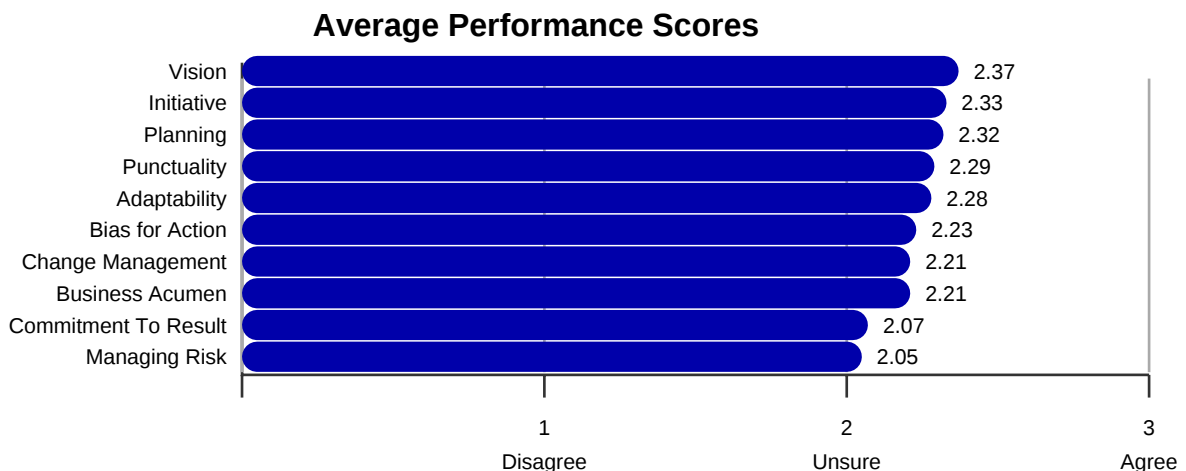
What to Do with Your Feedback

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

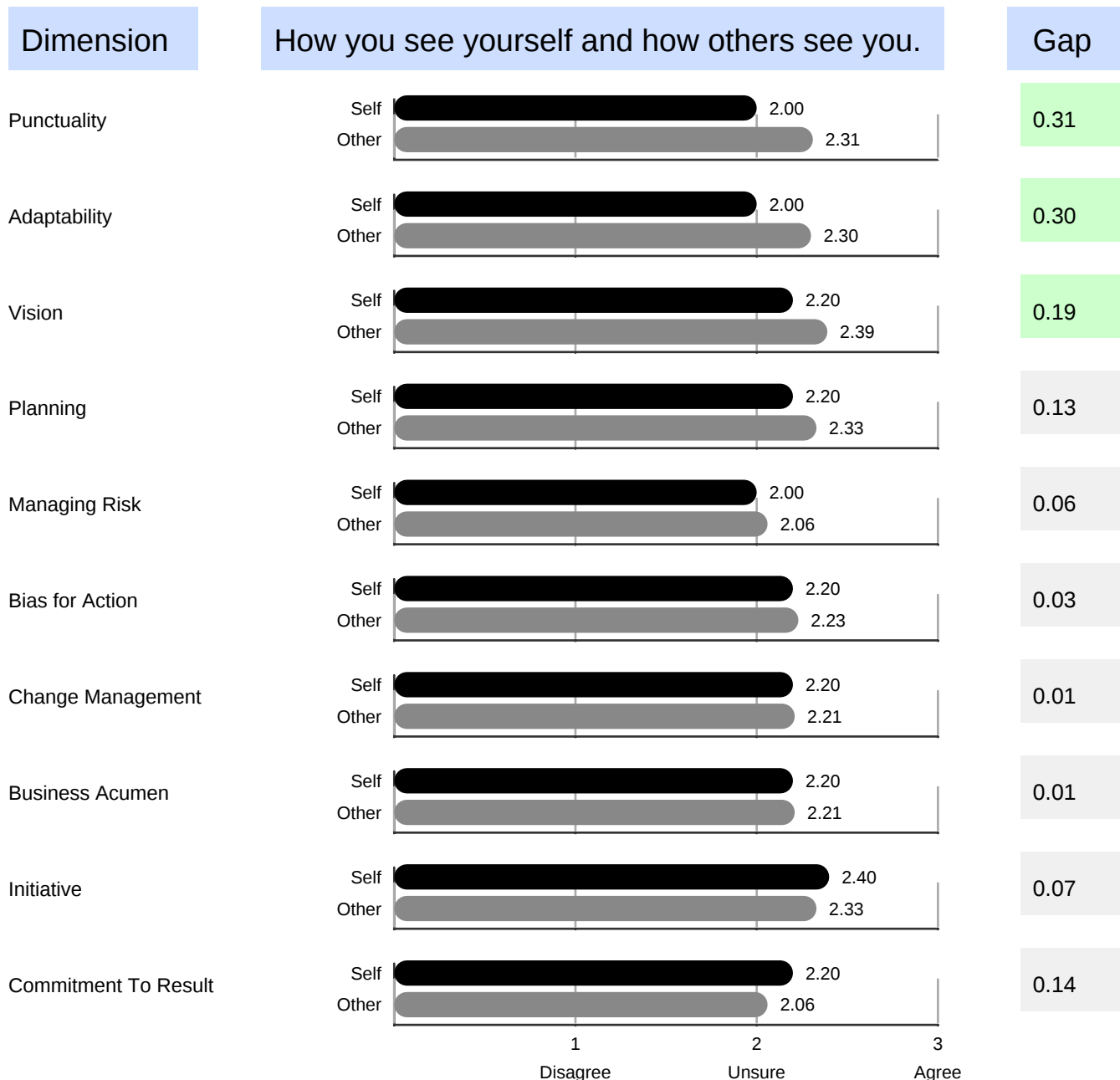
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Vision

Definition:

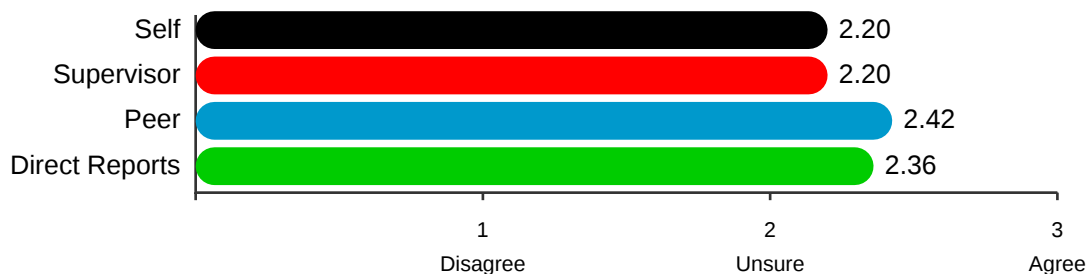
Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal execution and team empowerment. Visionary leaders inspire and influence others by modeling consistency, celebrating progress, and fostering a growth-oriented environment that reflects organizational values. Through strategic clarity and motivational leadership, vision becomes a unifying force that drives innovation, alignment, and sustained performance.

Why this is Important:

Vision, as defined through its multifaceted dimensions, is essential because it provides organizations with a coherent and compelling sense of direction that integrates strategy, culture, and execution. It aligns individuals and teams around shared long-term goals, enabling consistent decision-making even amid complexity or change. By inspiring commitment, fostering growth, and translating ambition into actionable plans, vision becomes the engine that drives innovation, resilience, and sustained performance. Without it, organizations risk fragmentation, short-termism, and a loss of purpose--making vision not just a leadership trait, but a strategic necessity.

Summary Scores:

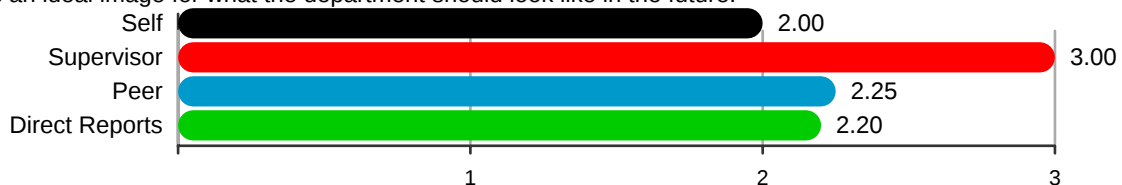
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

1. Defines an ideal image for what the department should look like in the future.



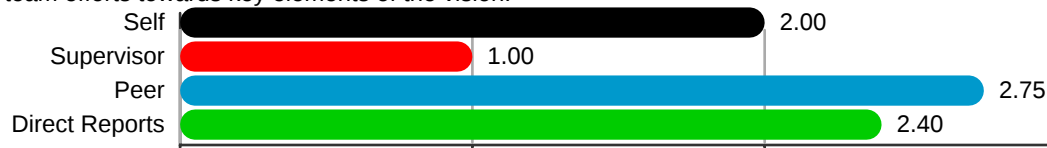
2. Plans a roadmap for the department's growth and expansion.



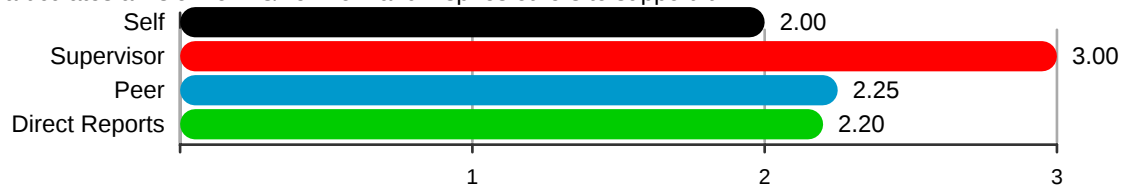
3. Engages with key stakeholders to gather insights and ensure alignment with the organization's mission and vision.



4. Directs team efforts towards key elements of the vision.



5. Clearly articulates a vision for his/her work and inspires others to support it



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
1. Defines an ideal image for what the department should look like in the future.	15	2.27	33.3	7%	60%	33%
2. Plans a roadmap for the department's growth and expansion.	15	2.53	73.3	20%	7%	73%
3. Engages with key stakeholders to gather insights and ensure alignment with the organization's mission and vision.	15	2.33	40.0	7%	53%	40%
4. Directs team efforts towards key elements of the vision.	15	2.47	53.3	7%	40%	53%
5. Clearly articulates a vision for his/her work and inspires others to support it	15	2.27	40.0	13%	47%	40%

Comments:

- I can depend on her with whatever is needed.
- ___ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- Manager engages in all categories described above as marked.
- ___ is a valued member of the department.
- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.

Adaptability

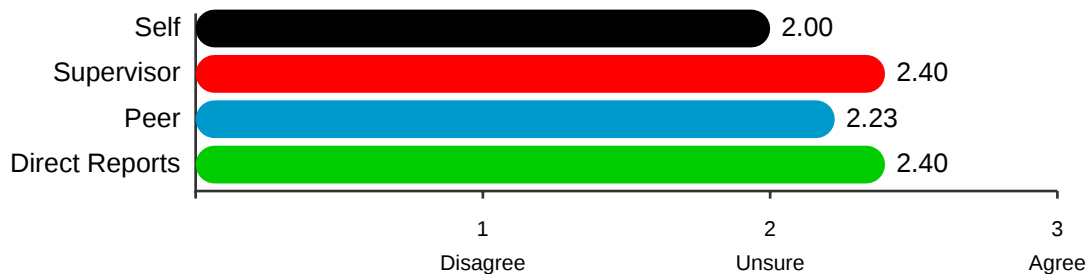
Definition:

Adaptability is the ability to adjust to new responsibilities, changing circumstances, and uncertain environments while maintaining efficiency and effectiveness. It involves embracing shifts in organizational structure, technology, and processes, as well as modifying strategies, perspectives, and priorities to align with evolving business needs. By continuously developing skills, assisting others through transitions, and refining workflows, adaptability fosters resilience, innovation, and long-term success in dynamic environments.

Why this is Important:

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. Is open to change and adjusts plans when needed.



7. Adjusts plans and procedures.



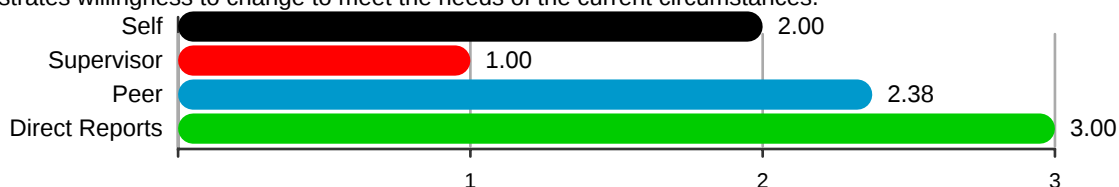
8. Embraces changes in technology and automation.



9. Adapts policies to better meet the needs of employees.



10. Demonstrates willingness to change to meet the needs of the current circumstances.



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. Is open to change and adjusts plans when needed.	15	2.13	33.3	20%	47%	33%
7. Adjusts plans and procedures.	15	2.07	26.7	20%	53%	27%
8. Embraces changes in technology and automation.	15	2.33	40.0	7%	53%	40%
9. Adapts policies to better meet the needs of employees.	15	2.40	53.3	13%	33%	53%
10. Demonstrates willingness to change to meet the needs of the current circumstances.	15	2.47	60.0	13%	27%	60%

Comments:

- I admire ___ for showing courage, compassion and commitment during her recent team sessions.
- ___ is a strong leader and passionate about her customers, staff and safety.
- Confidence, Attitude, Desire to learn.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- Expectations are not always clearly communicated/outlined.

Bias for Action

Definition:

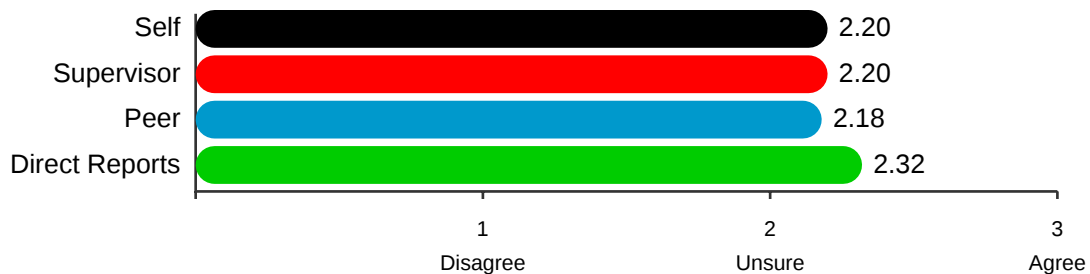
Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and continual improvement. This competency reflects a self-starter attitude, balancing decisiveness and diligence with the ability to adapt and overcome challenges responsibly and reliably.

Why this is Important:

"Bias for Action" is vital in business because it fosters a culture of proactivity and responsiveness, enabling teams to seize opportunities and address challenges swiftly. It drives productivity, innovation, and continual improvement, ensuring that tasks are completed efficiently while maintaining focus on long-term goals. By embodying qualities such as decisiveness, resilience, and reliability, individuals with a Bias for Action inspire confidence, maintain momentum, and position their organizations to thrive in competitive and fast-paced environments.

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.

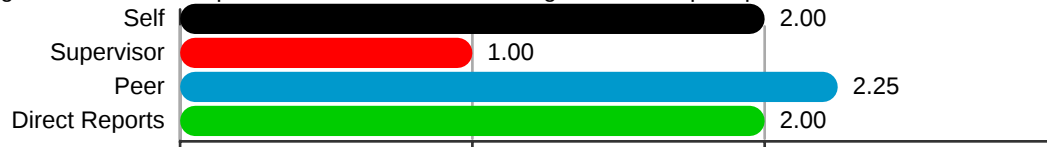
11. Thinks outside the box to find innovative solutions to problems.



12. Is punctual and consistently meets deadlines.



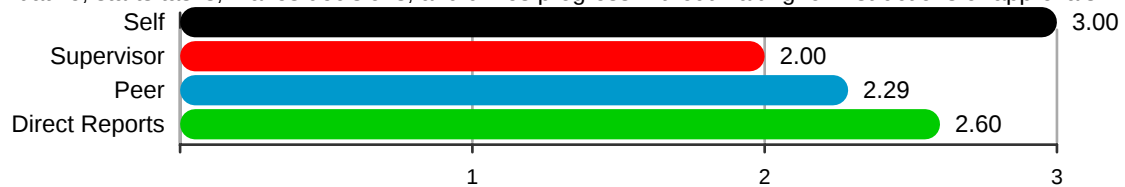
13. Is willing to take the first step and start tasks without waiting for external prompts.



14. Determined to keep moving forward, even in the face of setbacks and challenges.



15. Takes initiative, starts tasks, makes decisions, and drives progress without waiting for instructions or approvals.



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
11. Thinks outside the box to find innovative solutions to problems.	15	2.33	40.0	7%	53%	40%
12. Is punctual and consistently meets deadlines.	15	2.07	20.0	13%	67%	20%
13. Is willing to take the first step and start tasks without waiting for external prompts.	15	2.07	26.7	20%	53%	27%
14. Determined to keep moving forward, even in the face of setbacks and challenges.	15	2.27	40.0	13%	47%	40%
15. Takes initiative, starts tasks, makes decisions, and drives progress without waiting for instructions or approvals.	14	2.43	50.0	7%	43%	50%

Comments:

- Demonstrates an ability to remain focused on outcomes.
- She leads by example.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- ___ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- She is well respected.

Punctuality

Definition:

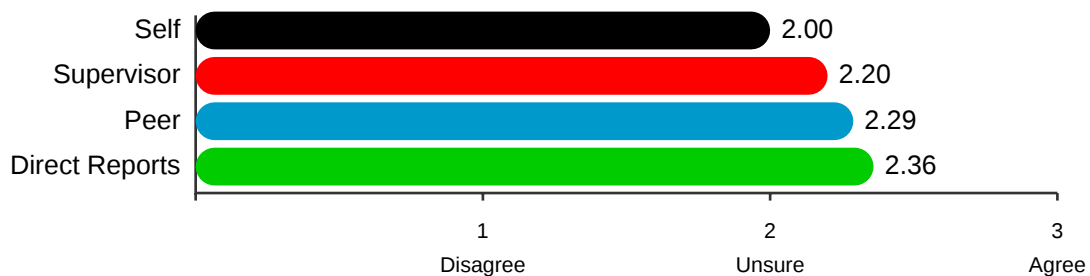
Adheres to schedules and timelines. Starts meetings, workday, and assigned tasks on time.

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:

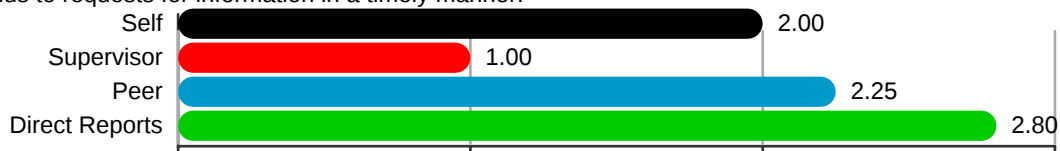
The summary scores shown here are an average of each of the items in this competency.



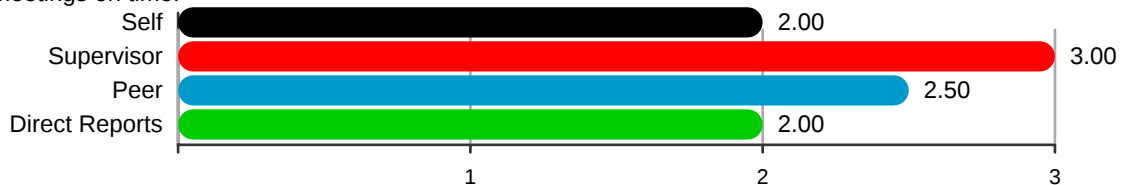
Scores on Each Item:

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

16. Responds to requests for information in a timely manner.



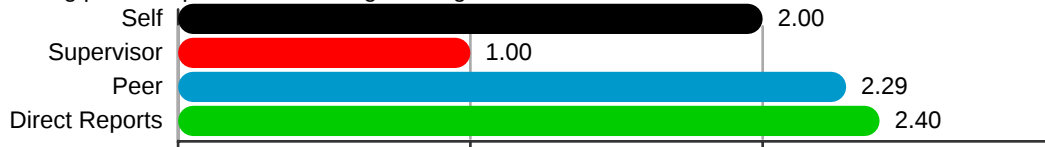
17. Starts meetings on time.



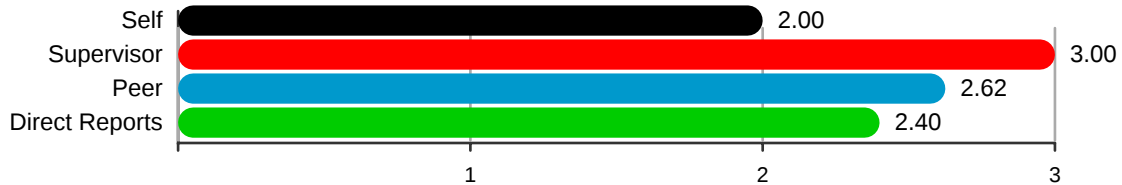
18. Starts the workday when scheduled.



19. Avoids making personal phone calls during working hours.



20. Maintains an efficient schedule of activities.



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
16. Responds to requests for information in a timely manner.	15	2.33	46.7	13%	40%	47%
17. Starts meetings on time.	15	2.33	40.0	7%	53%	40%
18. Starts the workday when scheduled.	14	2.00	14.3	14%	71%	14%
19. Avoids making personal phone calls during working hours.	14	2.21	42.9	21%	36%	43%
20. Maintains an efficient schedule of activities.	15	2.53	60.0	7%	33%	60%

Comments:

- Provides coaching for developing team leaders to help them meet their goals.
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.
- She recognized where I needed help and supported me in making the case to get it.
- ___ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad ___ has joined the team.
- ___ has also come down to help our department when we have been very busy and needed help.
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.

Initiative

Definition:

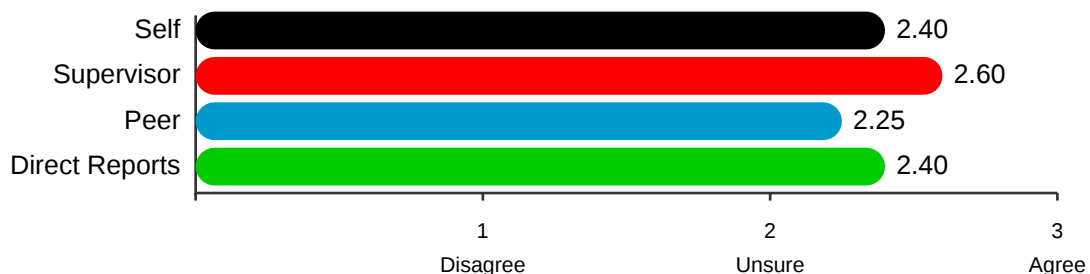
Initiative is the ability to independently recognize needs, take decisive action, and pursue meaningful outcomes without waiting for direction. It reflects a proactive mindset that anticipates challenges, seizes emerging opportunities, and mobilizes resources to address them before they escalate. Managers who demonstrate initiative act with urgency, persist through obstacles, and consistently exceed expectations by driving impact beyond their formal responsibilities. They also foster adaptive relationships and influence others to embrace change, improvement, and forward momentum.

Why this is Important:

Initiative is a cornerstone of organizational agility and resilience—it empowers individuals to act decisively, solve problems proactively, and drive progress without waiting for direction. When managers consistently demonstrate initiative, they accelerate innovation, reduce bottlenecks, and capitalize on emerging opportunities that might otherwise be missed. This behavior fosters a culture of ownership and adaptability, where teams rise to challenges, exceed expectations, and align their efforts with strategic goals. Ultimately, initiative transforms reactive organizations into forward-moving ones, where momentum is sustained by motivated individuals who lead from every level.

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. Completes tasks without having to be told to do so.



22. Able to initiate work on projects independently without direct supervision.



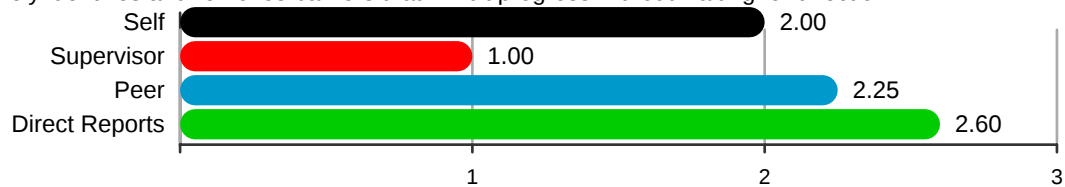
23. Does things without being told.



24. Is an inspiration for others to perform above expectations.



25. Proactively identifies and removes barriers that inhibit progress without waiting for direction.



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		
21. Completes tasks without having to be told to do so.	15	2.60	66.7	7%	27%			67%				
22. Able to initiate work on projects independently without direct supervision.	15	2.33	40.0	7%	53%			40%				
23. Does things without being told.	15	2.07	20.0	13%	67%			20%				
24. Is an inspiration for others to perform above expectations.	15	2.40	53.3	13%	33%			53%				
25. Proactively identifies and removes barriers that inhibit progress without waiting for direction.	15	2.27	53.3	27%	20%			53%				

Comments:

- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- ___ is able to multitask in a variety of ways.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- She is determined to find the answer to any problem or obstacle in her way.

Change Management

Definition:

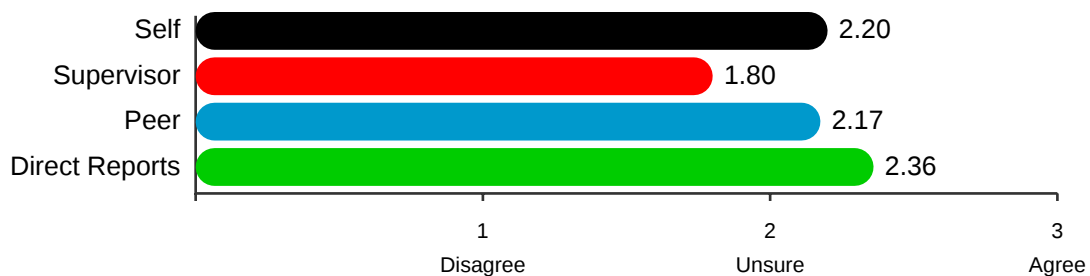
Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, and incentivizing adoption while addressing resistance and fostering agility in evolving environments.

Through monitoring, adapting strategies, and providing support and training, effective change management ensures seamless implementation, long-term success, and sustained organizational growth.

Why this is Important:

Summary Scores:

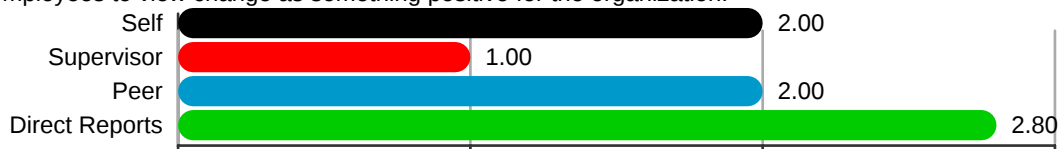
The summary scores shown here are an average of each of the items in this competency.



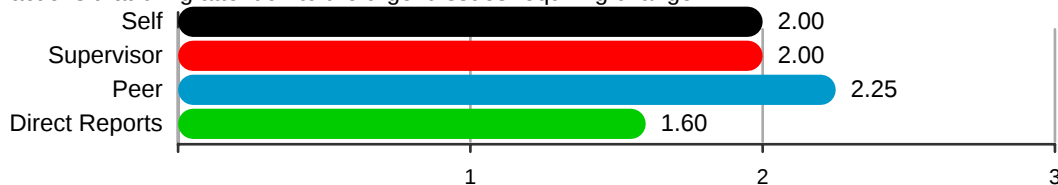
Scores on Each Item:

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

26. Helps employees to view change as something positive for the organization.



27. Initiates actions that bring attention to the urgent issues requiring change.



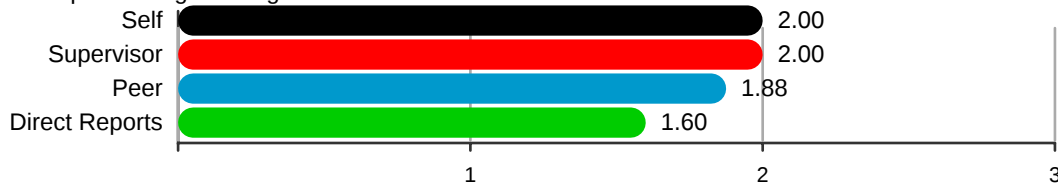
28. Motivates and inspires staff to implement changes.



29. Collaborates with peers and subject matter experts to prepare for changes.



30. Effective in implementing new organizational vision and values.



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
26. Helps employees to view change as something positive for the organization.	15	2.20	33.3	13%	53%	33%
27. Initiates actions that bring attention to the urgent issues requiring change.	15	2.00	26.7	27%	47%	27%
28. Motivates and inspires staff to implement changes.	15	2.47	53.3	7%	40%	53%
29. Collaborates with peers and subject matter experts to prepare for changes.	15	2.60	60.0		40%	60%
30. Effective in implementing new organizational vision and values.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- She sets her expectations high, and delivers a high level of performance herself.
- ___ is able to multitask in a variety of ways.
- She is an excellent teammate, great attitude, effort, and energy.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.

Commitment To Result

Definition:

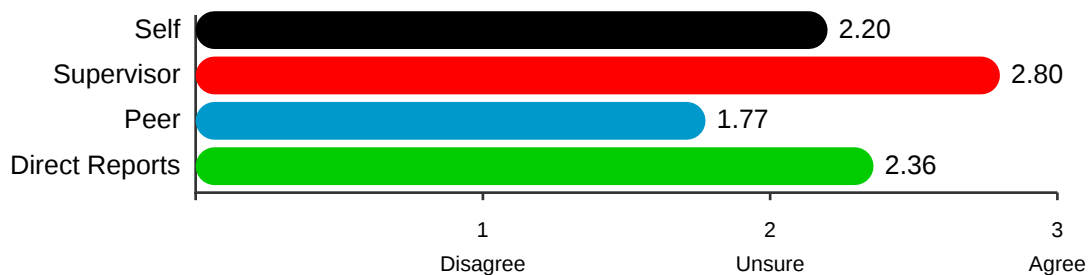
Committed to successfully achieving results. Goes above and beyond as needed.

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. Coordinates all department activities into a cohesive team effort.



32. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



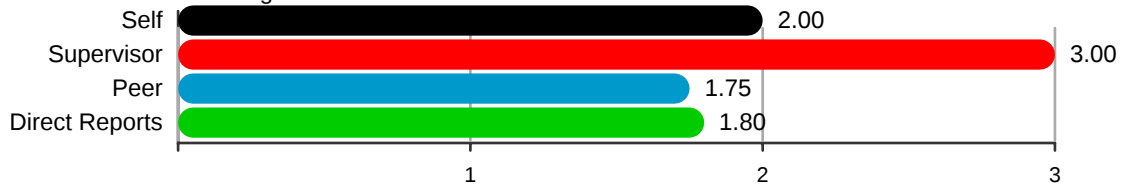
33. Encourages commitment in others to obtain results.



34. Maintains persistence and dedication to achieving results.



35. Takes immediate action toward 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
31. Coordinates all department activities into a cohesive team effort.	15	2.13	33.3	20%	47%	33%
32. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.13	33.3	20%	47%	33%
33. Encourages commitment in others to obtain results.	15	2.07	33.3	27%	40%	33%
34. Maintains persistence and dedication to achieving results.	15	2.13	26.7	13%	60%	27%
35. Takes immediate action toward goals.	15	1.87	20.0	33%	47%	20%

Comments:

- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !
- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- ___ is an excellent communicator and is very open and supportive to her staff.
- ___ is a solid performer knows her stuff.

Managing Risk

Definition:

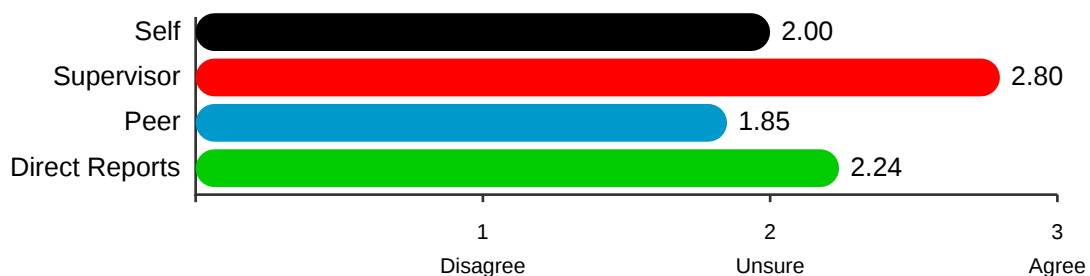
Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing those risks to reduce the occurrence of, or minimize the impact of, adverse events or to identify potential opportunities. 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. Takes steps to contain the costs of responding to such events.



37. Seeks to add value to the company by embracing risk.



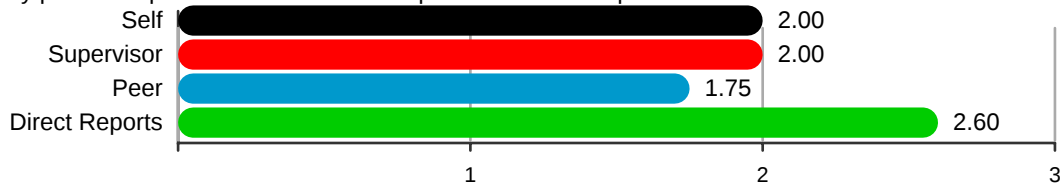
38. Turns risks into opportunities for advancement.



39. Gathers information regarding potential risks.



40. Accurately perceives potential risks in the workplace and initiates preventative measures.



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
36. Takes steps to contain the costs of responding to such events.	15	1.87	20.0	33%	47%	20%
37. Seeks to add value to the company by embracing risk.	15	1.93	13.3	20%	67%	13%
38. Turns risks into opportunities for advancement.	15	2.07	33.3	27%	40%	33%
39. Gathers information regarding potential risks.	15	2.33	33.3		67%	33%
40. Accurately perceives potential risks in the workplace and initiates preventative measures.	15	2.07	33.3	27%	40%	33%

Comments:

- Great addition to the department!
- ___ is a very positive addition to our Management team.
- She removes barriers so that we can do our job to the best of our ability.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.

Business Acumen

Definition:

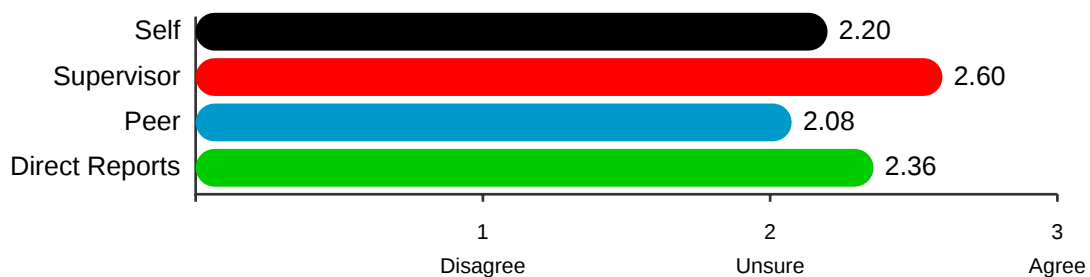
Business Acumen means understanding the business enterprise; gathering business information; thinking strategically; working efficiently; forward thinking; leadership and influence; understanding the mission and vision; sharing information; being impactful; working toward and supporting the customer; 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.

41. Establishes clear, long-term objectives that align with the company's vision and mission.



42. Identifies new business opportunities.



43. Assists others in better understanding the company's operations, goals, and strategic challenges.



44. Understands business fundamentals and practices.



45. Understands and applies business and financial principles.



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. Establishes clear, long-term objectives that align with the company's vision and mission.	15	2.00	26.7	27%	47%	27%
42. Identifies new business opportunities.	15	2.13	33.3	20%	47%	33%
43. Assists others in better understanding the company's operations, goals, and strategic challenges.	15	2.20	40.0	20%	40%	40%
44. Understands business fundamentals and practices.	15	2.20	26.7	7%	67%	27%
45. Understands and applies business and financial principles.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- Is extremely knowledgeable and is always continuing her education to stay up to date.
- ___ addresses questions/concerns quickly and listens to staffs' needs.

Planning

Definition:

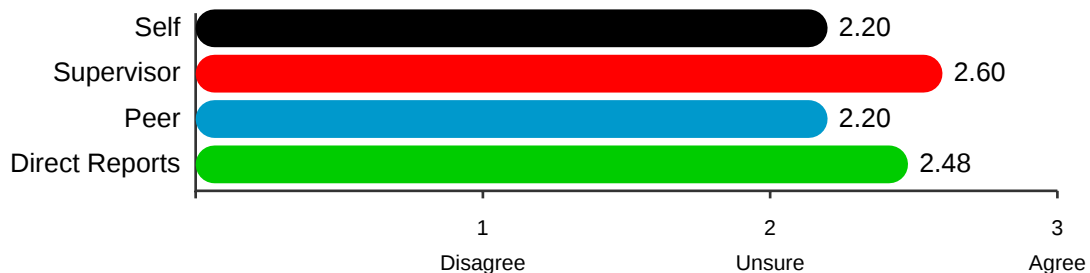
Planning is a comprehensive process that integrates strategic foresight, organization, and adaptability to ensure efficient execution and resource utilization. It involves forecasting future needs, prioritizing tasks, managing logistics and time constraints, and adjusting strategies in response to evolving circumstances. Effective planning aligns departmental goals with stakeholder expectations while optimizing staffing, scheduling, and implementation to drive sustained success.

Why this is Important:

Effective planning is essential for organizations and companies because it enhances efficiency, adaptability, and long-term success. By integrating forecasting, strategic planning, and resource management, businesses can anticipate challenges, allocate resources wisely, and maintain operational continuity. Planning also improves organization and prioritization, ensuring that tasks are executed effectively while aligning with company goals. Ultimately, a well-structured planning process strengthens decision-making, optimizes workflow, and enables organizations to navigate complexities with confidence.

Summary Scores:

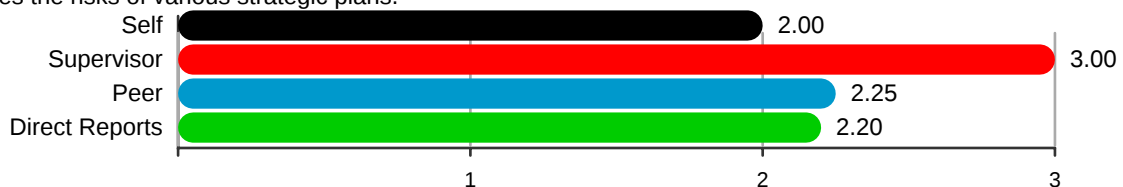
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

46. Assesses the risks of various strategic plans.



47. Ensures staff are held accountable for following the department plan.



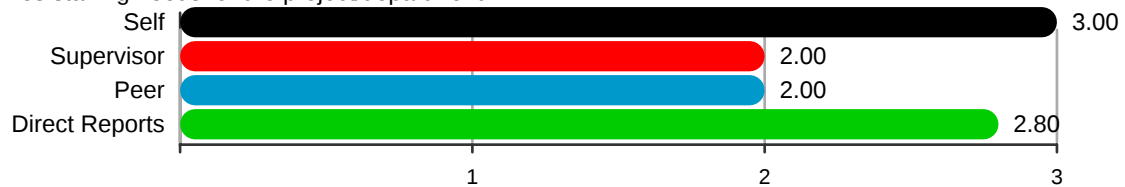
48. Is good at planning for the "unexpected".



49. Efficiently manages deadlines.



50. Determines staffing needs for the project/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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
46. Assesses the risks of various strategic plans.	15	2.27	26.7		73%	27%
47. Ensures staff are held accountable for following the department plan.	15	2.13	26.7	13%	60%	27%
48. Is good at planning for the "unexpected".	15	2.40	40.0		60%	40%
49. Efficiently manages deadlines.	15	2.47	46.7		53%	47%
50. Determines staffing needs for the project/department.	15	2.33	46.7	13%	40%	47%

Comments:

- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- ___ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- The Core Competency Training has been a great success. ___ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.