

# Your Company Logo

## 360-Degree Feedback

### 360-Degree Feedback Results

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### Sample Employee

April 2020

Web administration and report generation by:  
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# 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

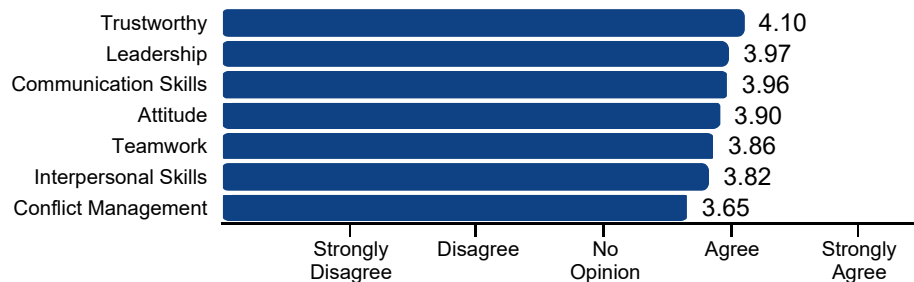
Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see 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 competencies used in this survey represent important areas of leadership effectiveness. The bars shown below are a graphical representation of the ratings you received on each competency and are sorted by rating with the highest ratings shown at the top of the graph. The questions on this survey were grouped into 7 competencies with averages shown in the chart below. The bars are sorted by average score in descending order. The competencies shown at the bottom of the chart represent those with the greatest need for employee development. The competencies shown at the top of the chart represent those with the least need for employee development.



## Feedback Perspectives

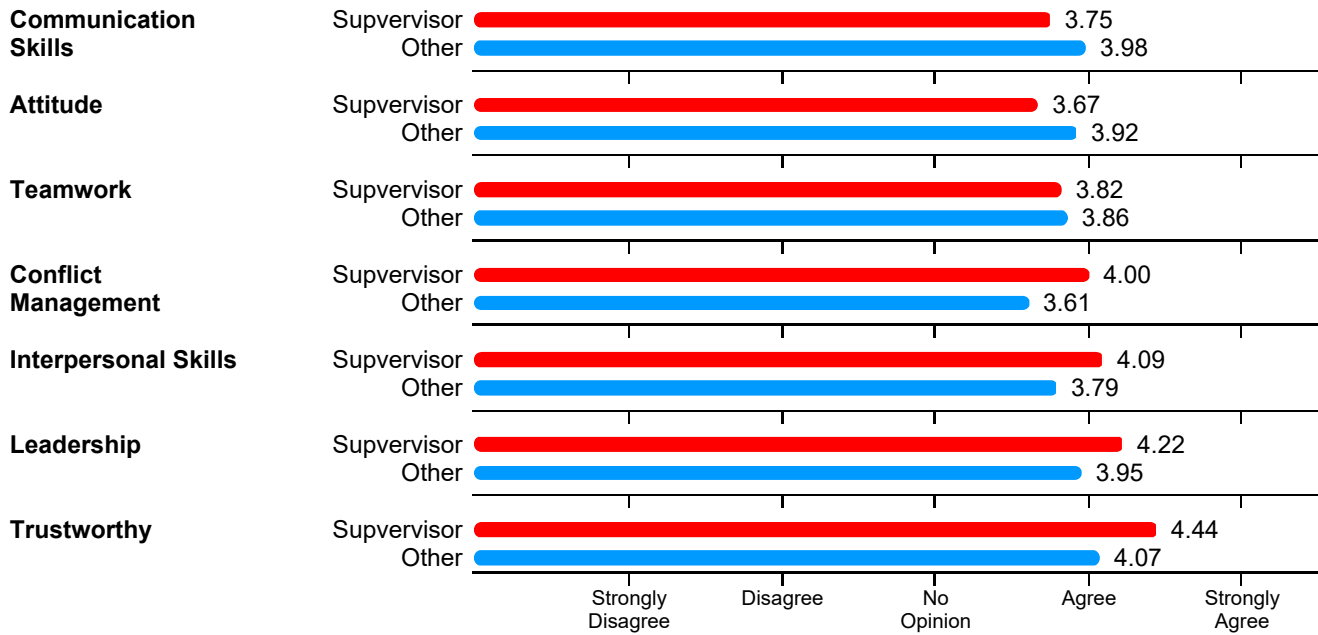
Role	Count
Supervisor	1
Other	11

The results in this report are based on responses collected from individuals in different roles. This table shows the number of responses from individuals in different roles.

These different roles provide different perspectives on your behaviors, competencies, and attributes. And, of course, the perspectives of individuals in each role may be unique.

## Competencies by Perspective

This section shows a comparison of each of the competencies by rater perspective. This allows you to compare your self-assessment with the feedback you received from the other perspectives (Supervisor, Other).



# Communication Skills

## Summary Scores



1. An effective listener who is responsive to information needs.



2. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content (ie. urgency, confidentiality, content scope).



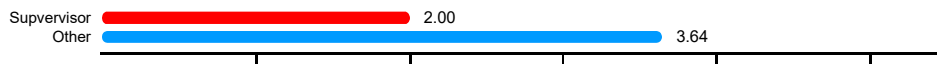
3. Communicates effectively with all levels of the organization.



4. Achieves good communications with senior leadership.



5. Delivers difficult/sensitive messages to co-workers in an appropriate manner.



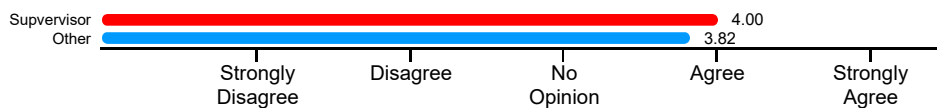
6. Presents their message with professionalism.



7. Inspires others to take action based on his/her communications.



8. An effective and motivating communicator.



**Level of Skill**

The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of agreement.

<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>No Opinion</i>	<i>Agree</i>	<i>Strongly Agree</i>
1. An effective listener who is responsive to information needs.	12	4.17				58%	33%
2. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content (ie. urgency, confidentiality, content scope).	12	4.25				50%	42%
3. Communicates effectively with all levels of the organization.	12	3.92	17%			42%	33%
4. Achieves good communications with senior leadership.	12	4.08		25%		17%	50%
5. Delivers difficult/sensitive messages to co-workers in an appropriate manner.	12	3.50	17%	17%		67%	
6. Presents their message with professionalism.	12	3.92	17%			58%	25%
7. Inspires others to take action based on his/her communications.	12	4.00				83%	
8. An effective and motivating communicator.	12	3.83		17%		58%	17%

**Comparison to Previous Administration (Averages) Averages**

<i>Item</i>	<i>2019</i>	<i>2020</i>	<i>Change</i>	
1. An effective listener who is responsive to information needs.	4.14	4.17	+0.02	△
2. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content (ie. urgency, confidentiality, content scope).	4.43	4.25	-0.18	▽
3. Communicates effectively with all levels of the organization.	4.29	3.92	-0.37	▽
4. Achieves good communications with senior leadership.	4.29	4.08	-0.20	▽
5. Delivers difficult/sensitive messages to co-workers in an appropriate manner.	3.14	3.50	+0.36	△
6. Presents their message with professionalism.	3.86	3.92	+0.06	△
7. Inspires others to take action based on his/her communications.	4.29	4.00	-0.29	▽
8. An effective and motivating communicator.	4.00	3.83	-0.17	▽

Suggestions on how this can be improved.

- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills. (Other)
- We are striving to meet best practice standards. (Other)
- I have found that when Sample Employee has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action. (Other)
- The department is lucky to have him. (Other)

# Attitude

## Summary Scores



### 9. Builds open and trusting relationships.



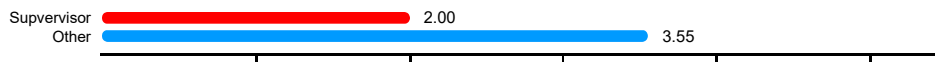
### 10. Shows by their actions that they trust in the positive intentions of others.



### 11. Treats all people fairly and with respect.



### 12. Demonstrates empathy for the impact of change on people and processes



### 13. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).



### 14. Maintains self-control in conversations.



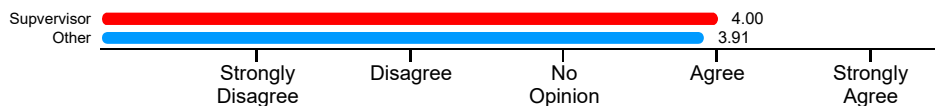
### 15. Deals with difficult situations calmly and confidently.



### 16. Contributes to a positive and fun work environment.



### 17. Encourages and is receptive to working out problems and challenges --- no reluctance from team members to come forward with concerns/issues.



**Level of Skill**

The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of agreement.

<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>No Opinion</i>	<i>Agree</i>	<i>Strongly Agree</i>
9. Builds open and trusting relationships.	12	3.83	25%			67%	
10. Shows by their actions that they trust in the positive intentions of others.	12	3.75	42%			42%	17%
11. Treats all people fairly and with respect.	12	3.75	17%			67%	
12. Demonstrates empathy for the impact of change on people and processes	12	3.42	25%	25%		33%	17%
13. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).	12	4.08	17%			42%	42%
14. Maintains self-control in conversations.	12	4.17				67%	25%
15. Deals with difficult situations calmly and confidently.	12	4.08				67%	25%
16. Contributes to a positive and fun work environment.	12	4.08				67%	25%
17. Encourages and is receptive to working out problems and challenges --- no reluctance from team members to come forward with concerns/issues.	12	3.92	17%			58%	25%



**Comparison to Previous Administration (Averages) Averages**

<i>Item</i>	<i>2019</i>	<i>2020</i>	<i>Change</i>	
9. Builds open and trusting relationships.	3.86	3.83	-0.02	▽
10. Shows by their actions that they trust in the positive intentions of others.	4.00	3.75	-0.25	▽
11. Treats all people fairly and with respect.	3.86	3.75	-0.11	▽
12. Demonstrates empathy for the impact of change on people and processes	3.43	3.42	-0.01	▽
13. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).	4.29	4.08	-0.20	▽
14. Maintains self-control in conversations.	3.71	4.17	+0.45	△
15. Deals with difficult situations calmly and confidently.	3.86	4.08	+0.23	△
16. Contributes to a positive and fun work environment.	4.14	4.08	-0.06	▽
17. Encourages and is receptive to working out problems and challenges --- no reluctance from team members to come forward with concerns/issues.	3.43	3.92	+0.49	△

Suggestions on how this can be improved.

- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better. (Other)
- He sometimes comes off as confused about organizational/operational direction. (Other)
- Sample Employee has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths. (Other)

# Teamwork

## Summary Scores



18. An effective team player.



19. Builds consensus and shares relevant information.



20. Encourages teamwork and collaboration.



21. Fosters respect and understanding among team members.



22. Open to new ideas that may change own goals for benefit of the team.



23. Seeks and listens to other's contributions.



24. Works cooperatively with others to solve problems.



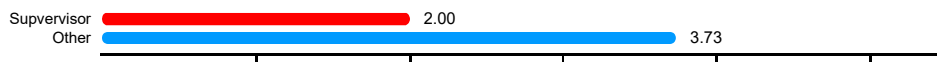
25. Creates a culture that fosters and values collaboration.



26. Models excellent team behavior; recognizes "out-of-bounds" behavior and addresses as appropriate.



27. Relates to all kinds of people tactfully.



28. Creates a climate that encourages team participation.



**Level of Skill**

The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of agreement.

Item	n	Avg	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
18. An effective team player.	12	4.00	17%			33%	42%
19. Builds consensus and shares relevant information.	12	4.00				75%	17%
20. Encourages teamwork and collaboration.	12	4.00	17%			50%	33%
21. Fosters respect and understanding among team members.	12	4.17				67%	25%
22. Open to new ideas that may change own goals for benefit of the team.	12	3.58	17%		25%	42%	17%
23. Seeks and listens to other's contributions.	12	3.75	17%			58%	17%
24. Works cooperatively with others to solve problems.	12	3.67	17%			67%	
25. Creates a culture that fosters and values collaboration.	12	3.75	17%			75%	
26. Models excellent team behavior; recognizes "out-of-bounds" behavior and addresses as appropriate.	12	3.92		17%		50%	25%
27. Relates to all kinds of people tactfully.	12	3.58	25%			67%	
28. Creates a climate that encourages team participation.	12	4.00				58%	25%

**Comparison to Previous Administration (Averages) Averages**

<i>Item</i>	<i>2019</i>	<i>2020</i>	<i>Change</i>	
18. An effective team player.	4.29	4.00	-0.29	▽
19. Builds consensus and shares relevant information.	4.00	4.00	0.00	
20. Encourages teamwork and collaboration.	4.29	4.00	-0.29	▽
21. Fosters respect and understanding among team members.	4.00	4.17	+0.17	△
22. Open to new ideas that may change own goals for benefit of the team.	4.14	3.58	-0.56	▽
23. Seeks and listens to other's contributions.	3.29	3.75	+0.46	△
24. Works cooperatively with others to solve problems.	3.86	3.67	-0.19	▽
25. Creates a culture that fosters and values collaboration.	3.71	3.75	+0.04	△
26. Models excellent team behavior; recognizes "out-of-bounds" behavior and addresses as appropriate.	3.86	3.92	+0.06	△
27. Relates to all kinds of people tactfully.	3.71	3.58	-0.13	▽
28. Creates a climate that encourages team participation.	4.29	4.00	-0.29	▽

Suggestions on how this can be improved.

- As part of the strategic marketing plan, the marketing team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization. It is vital that Sample Employee respect this process by involving the team whenever possible before he makes any promises or agreements with meeting members or service line leaders in the organization. (Other)
- When Sample Employee was tapped for the VP position I was very pleased as he was a very good director. (Other)
- I feel very confident in his support, which he has already demonstrated several times in challenging situations. (Other)

# Conflict Management

## Summary Scores



29. Facilitates conflict resolution discussions between individuals or teams.



30. Facilitates constructive dialog with stakeholders.



31. Successfully resolves conflicts and grievances to a win-win solution.



32. Identifies and takes steps to prevent potential confrontations.



33. Identifies potential opportunities for compromise.



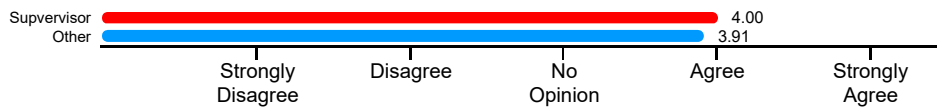
34. Assists team members by helping them see the other point of view.



35. Helps employees to think through alternative ways to resolve conflict situations.



36. Tries to understand others' point of view before making judgments.



**Level of Skill**

The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of agreement.

<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>No Opinion</i>	<i>Agree</i>	<i>Strongly Agree</i>
29. Facilitates conflict resolution discussions between individuals or teams.	12	3.17	17%		50%		33%
30. Facilitates constructive dialog with stakeholders.	12	3.83		17%		58%	17%
31. Successfully resolves conflicts and grievances to a win-win solution.	12	3.42			58%	17%	17%
32. Identifies and takes steps to prevent potential confrontations.	12	3.67		42%		25%	25%
33. Identifies potential opportunities for compromise.	12	3.83		25%		42%	25%
34. Assists team members by helping them see the other point of view.	12	3.75		17%		67%	
35. Helps employees to think through alternative ways to resolve conflict situations.	12	3.58		33%		50%	
36. Tries to understand others' point of view before making judgments.	12	3.92		17%		50%	25%

**Comparison to Previous Administration (Averages) Averages**

<i>Item</i>	<b>2019</b>	<b>2020</b>	<b>Change</b>	
29. Facilitates conflict resolution discussions between individuals or teams.	3.00	3.17	+0.17	Δ
30. Facilitates constructive dialog with stakeholders.	4.57	3.83	-0.74	▽
31. Successfully resolves conflicts and grievances to a win-win solution.	3.57	3.42	-0.15	▽
32. Identifies and takes steps to prevent potential confrontations.	3.29	3.67	+0.38	Δ
33. Identifies potential opportunities for compromise.	3.71	3.83	+0.12	Δ
34. Assists team members by helping them see the other point of view.	4.14	3.75	-0.39	▽
35. Helps employees to think through alternative ways to resolve conflict situations.	4.14	3.58	-0.56	▽
36. Tries to understand others' point of view before making judgments.	3.29	3.92	+0.63	Δ

Suggestions on how this can be improved.

- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually. (Other)
- I know I can always count on Sample Employee to consistently encourage collaboration and system perspective. (Other)
- Sample Employee excels at customer service and keeping our team focused on the customer. (Other)

# Interpersonal Skills

## Summary Scores



37. Uses tact, compassion, and sensitivity in interactions with others.



38. Creates an atmosphere that supports the open expression of ideas.



39. Values the opinions of others.



40. Demonstrates an understanding of other points of view.



41. Demonstrates awareness of how specific actions, or inaction, could affect others.



42. Defuses hostile/angry individuals in group settings to prevent disruption of work.



43. Establishes good rapport with employees and others.



44. Demonstrates compassion and respect for others through actions; is concerned about their work and non-work issues.



45. Positively impacts his/her team's morale, sense of belonging, and participation.



46. Is open and approachable.





47. Listens to others, withholding judgment, and comes across as open to all viewpoints.



**Level of Skill**

The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of agreement.

Item	n	Avg	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
37. Uses tact, compassion, and sensitivity in interactions with others.	12	3.58	17%	17%	58%		
38. Creates an atmosphere that supports the open expression of ideas.	12	3.75		17%	67%		
39. Values the opinions of others.	12	4.00			83%		
40. Demonstrates an understanding of other points of view.	12	4.00		25%	50%	25%	
41. Demonstrates awareness of how specific actions, or inaction, could affect others.	12	4.00		17%	42%	33%	
42. Defuses hostile/angry individuals in group settings to prevent disruption of work.	12	3.58		50%	42%		
43. Establishes good rapport with employees and others.	12	4.00		17%	67%	17%	
44. Demonstrates compassion and respect for others through actions; is concerned about their work and non-work issues.	12	3.92		25%	58%	17%	
45. Positively impacts his/her team's morale, sense of belonging, and participation.	12	3.75		33%	33%	25%	
46. Is open and approachable.	12	3.67			75%		
47. Listens to others, withholding judgment, and comes across as open to all viewpoints.	12	3.75		25%	50%	17%	

**Comparison to Previous Administration (Averages) Averages**

<i>Item</i>	<i>2019</i>	<i>2020</i>	<i>Change</i>	
37. Uses tact, compassion, and sensitivity in interactions with others.	3.29	3.58	+0.30	△
38. Creates an atmosphere that supports the open expression of ideas.	3.86	3.75	-0.11	▽
39. Values the opinions of others.	3.14	4.00	+0.86	△
40. Demonstrates an understanding of other points of view.	3.86	4.00	+0.14	△
41. Demonstrates awareness of how specific actions, or inaction, could affect others.	3.57	4.00	+0.43	△
42. Defuses hostile/angry individuals in group settings to prevent disruption of work.	3.71	3.58	-0.13	▽
43. Establishes good rapport with employees and others.	4.00	4.00	0.00	
44. Demonstrates compassion and respect for others through actions; is concerned about their work and non-work issues.	3.43	3.92	+0.49	△
45. Positively impacts his/her team's morale, sense of belonging, and participation.	3.86	3.75	-0.11	▽
46. Is open and approachable.	3.29	3.67	+0.38	△
47. Listens to others, withholding judgment, and comes across as open to all viewpoints.	3.43	3.75	+0.32	△

Suggestions on how this can be improved.

- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership. (Other)
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on. (Other)
- Sample Employee does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department. (Other)

# Leadership

## Summary Scores



48. Communicates calmly and honestly with co-workers, customers, and supervisors, even when stressed.



49. Motivates and challenges employees to attain a shared vision.



50. Clearly communicates the importance and thought process behind the Company's and area vision, thus inspiring others to work toward key objectives



51. Communicates frequently with entire core team to ensure inter-departmental alignment and collaboration to accomplish objectives



52. Demonstrates effective leadership talent and skills.



53. Gains cooperation, support, and buy-in of others.



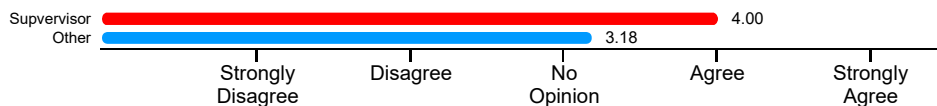
54. Sets a positive example admired by others.



55. Encourages innovation and creativity by others.



56. Critiques own performance as a means of self-improvement and initiates self-development activities



**Level of Skill**

The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of agreement.

<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>No Opinion</i>	<i>Agree</i>	<i>Strongly Agree</i>
48. Communicates calmly and honestly with co-workers, customers, and supervisors, even when stressed.	12	4.08				75%	17%
49. Motivates and challenges employees to attain a shared vision.	12	4.25				33%	50%
50. Clearly communicates the importance and thought process behind the Company's and area vision, thus inspiring others to work toward key objectives	12	4.08			17%	58%	25%
51. Communicates frequently with entire core team to ensure inter-departmental alignment and collaboration to accomplish objectives	12	3.83			17%	50%	25%
52. Demonstrates effective leadership talent and skills.	12	4.25			17%	42%	42%
53. Gains cooperation, support, and buy-in of others.	12	4.00				58%	25%
54. Sets a positive example admired by others.	12	4.08				50%	33%
55. Encourages innovation and creativity by others.	12	3.92			25%	58%	17%
56. Critiques own performance as a means of self-improvement and initiates self-development activities	12	3.25			50%		42%

**Comparison to Previous Administration (Averages) Averages**

<i>Item</i>	<i>2019</i>	<i>2020</i>	<i>Change</i>	
48. Communicates calmly and honestly with co-workers, customers, and supervisors, even when stressed.	4.00	4.08	+0.08	△
49. Motivates and challenges employees to attain a shared vision.	4.57	4.25	-0.32	▽
50. Clearly communicates the importance and thought process behind the Company's and area vision, thus inspiring others to work toward key objectives	4.43	4.08	-0.35	▽
51. Communicates frequently with entire core team to ensure inter-departmental alignment and collaboration to accomplish objectives	3.86	3.83	-0.02	▽
52. Demonstrates effective leadership talent and skills.	4.14	4.25	+0.11	△
53. Gains cooperation, support, and buy-in of others.	4.00	4.00	0.00	
54. Sets a positive example admired by others.	4.29	4.08	-0.20	▽
55. Encourages innovation and creativity by others.	4.00	3.92	-0.08	▽
56. Critiques own performance as a means of self-improvement and initiates self-development activities	3.29	3.25	-0.04	▽

Suggestions on how this can be improved.

- Sample Employee exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives. (Other)
- Sample Employee is an exceptional leader in my opinion. He leads by example and knows his teams at the depth necessary to effectively engage them and lead them to improved performance. (Other)
- Sample Employee always makes decisions based on what is best for the department or organization. (Other)

# Trustworthy

## Summary Scores



57. Is a person you can trust.



58. Maintains high ethical standards.



59. Consistently demonstrates high personal standards of ethical judgment.



60. Demonstrates congruence between statements and actions.



61. Communicates an understanding of the other person's interests, needs and concerns.



62. Builds and maintains the trust of others.



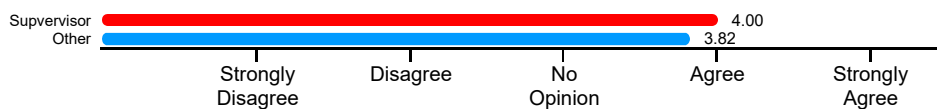
63. Takes care to maintain confidential information.



64. Works in a way that makes others want to work with her/him.



65. Trusted by peers and co-workers; others are willing to confide in him/her.



**Level of Skill**

The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (Strongly Disagree) to green (Strongly Agree). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of agreement.

<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>No Opinion</i>	<i>Agree</i>	<i>Strongly Agree</i>
57. Is a person you can trust.	12	3.83	17%	17%	33%	33%	
58. Maintains high ethical standards.	12	4.42		58%		42%	
59. Consistently demonstrates high personal standards of ethical judgment.	12	4.17		17%	50%	33%	
60. Demonstrates congruence between statements and actions.	12	4.42		33%		58%	
61. Communicates an understanding of the other person's interests, needs and concerns.	12	3.83		17%	58%	17%	
62. Builds and maintains the trust of others.	12	3.92			67%	17%	
63. Takes care to maintain confidential information.	12	4.58		17%		75%	
64. Works in a way that makes others want to work with her/him.	12	3.92		17%	50%	25%	
65. Trusted by peers and co-workers; others are willing to confide in him/her.	12	3.83		25%	42%	25%	

**Comparison to Previous Administration (Averages) Averages**

<i>Item</i>	<b>2019</b>	<b>2020</b>	<b>Change</b>	
57. Is a person you can trust.	4.14	3.83	-0.31	▽
58. Maintains high ethical standards.	4.57	4.42	-0.15	▽
59. Consistently demonstrates high personal standards of ethical judgment.	4.57	4.17	-0.40	▽
60. Demonstrates congruence between statements and actions.	4.57	4.42	-0.15	▽
61. Communicates an understanding of the other person's interests, needs and concerns.	3.57	3.83	+0.26	△
62. Builds and maintains the trust of others.	3.86	3.92	+0.06	△
63. Takes care to maintain confidential information.	4.57	4.58	+0.01	△
64. Works in a way that makes others want to work with her/him.	3.57	3.92	+0.35	△
65. Trusted by peers and co-workers; others are willing to confide in him/her.	3.71	3.83	+0.12	△

Suggestions on how this can be improved.

- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again. (Other)
- He is reliable and attends as many monthly department staff meetings as his schedule permits. (Other)



## Open-ended Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What do you see as this person's greatest strengths in performing his/her current responsibilities?

- Sample Employee is very sharp and plays a vital role in this organization (Other)
- Sample Employee is honest, does what he says he is going to do and can be counted on to be timely in his communication. (Other)
- I appreciate his openness and availability to all the staff. (Other)
- I have found Sample Employee to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position. (Other)
- Sample Employee makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs. (Other)

What do you think this person could improve in performing his/her current responsibilities?

- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted. (Other)
- I am impressed with his commitment to task and job knowledge. (Other)
- Sample Employee is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens. (Other)