

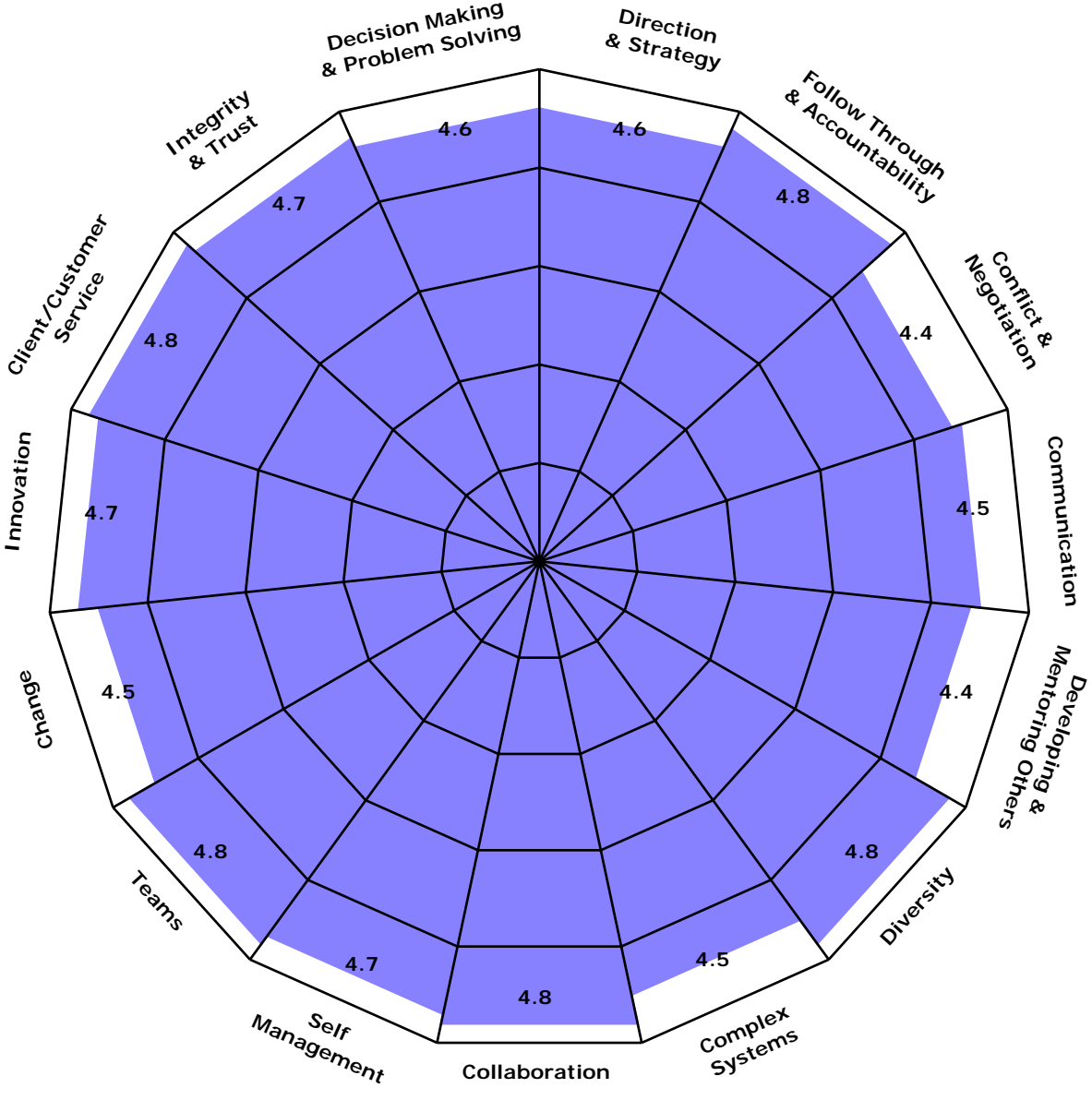


Assessment Scale

- 1 = Rarely
- 2 = Occasionally
- 3 = Often
- 4 = Very Often
- 5 = Always
- N/O = Not Observed

Feedback Breakdown

- 3 Boss(es)
- 4 Peers
- 4 Direct Reports
- 3 Others
- Total of 14 Raters

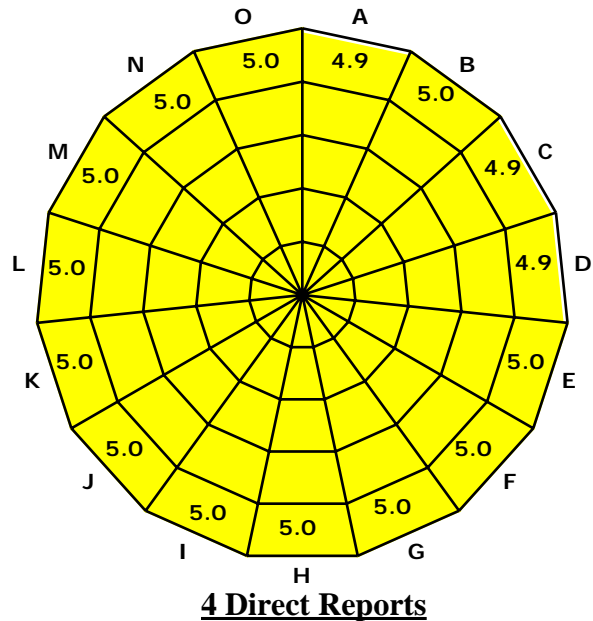
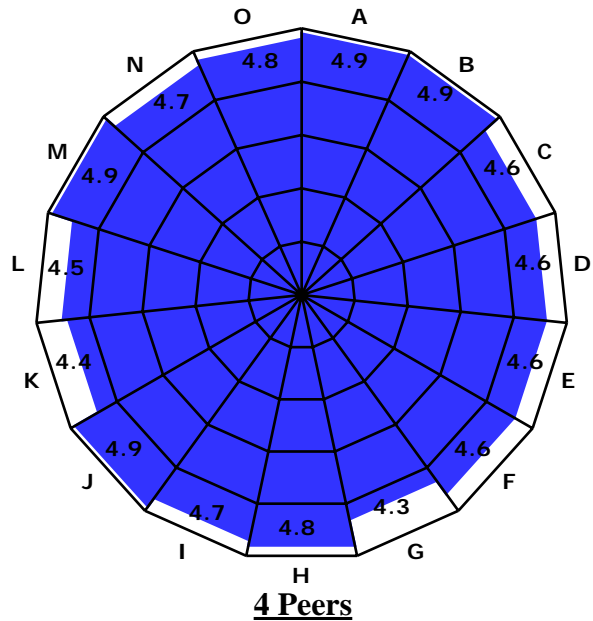
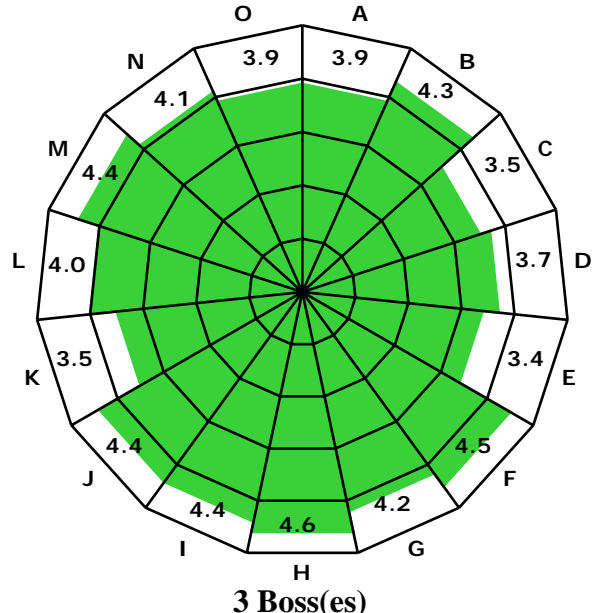
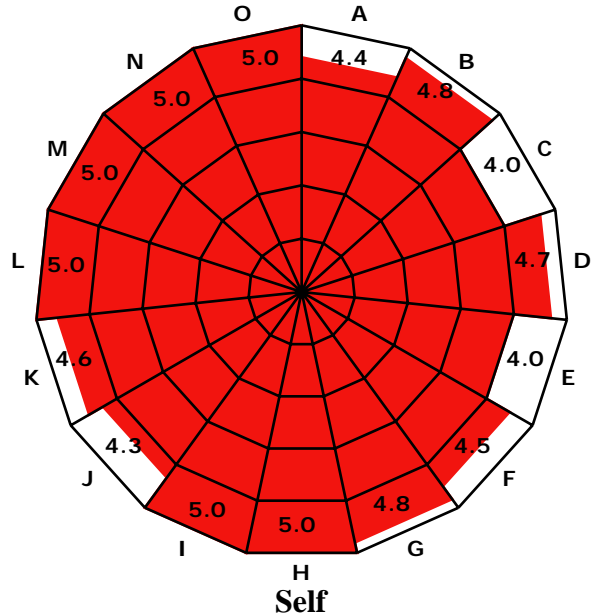


All Raters

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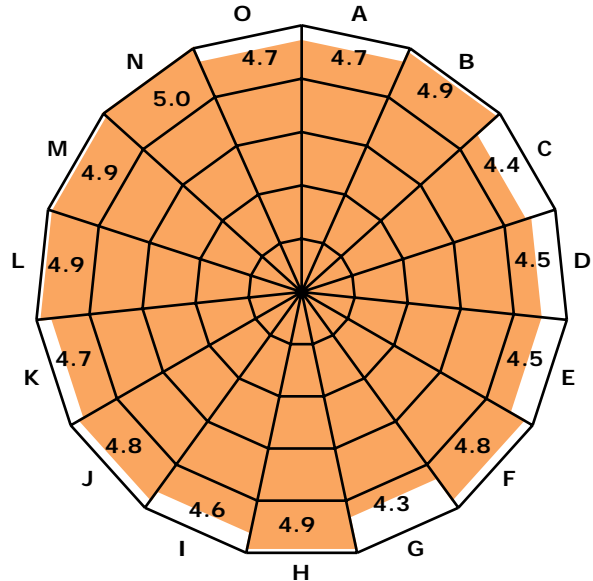
- A = Direction and Strategy
- B = Follow Through and Accountability
- C = Conflict and Negotiation
- D = Communication
- E = Developing and Mentoring Others
- F = Diversity
- G = Complex Systems
- H = Collaboration
- I = Self Management
- J = Teams
- K = Change
- L = Innovation
- M = Client/Customer Service
- N = Integrity and Trust
- O = Decision Making and Problem Solving



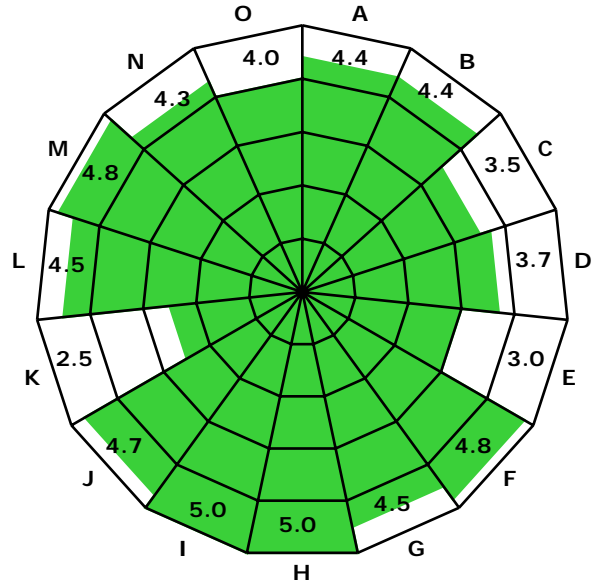
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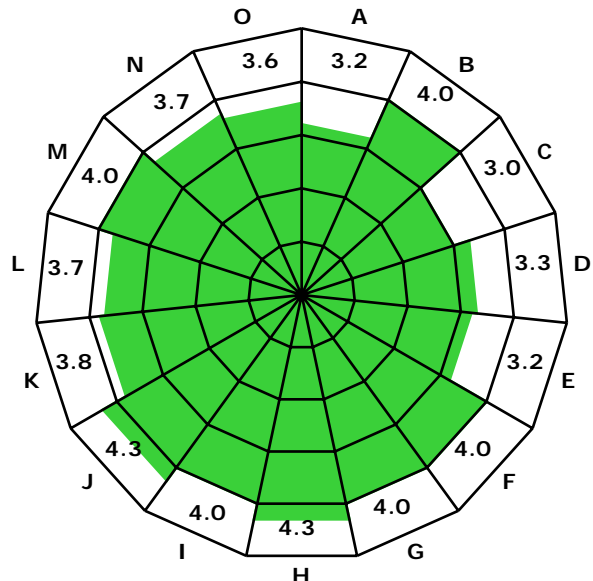
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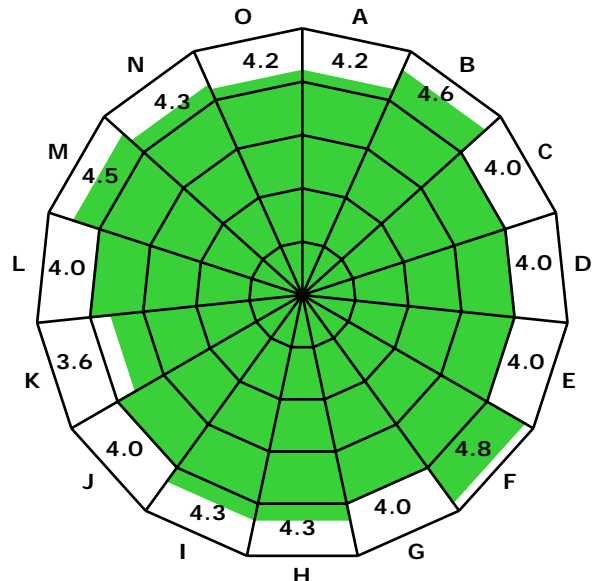
3 Others



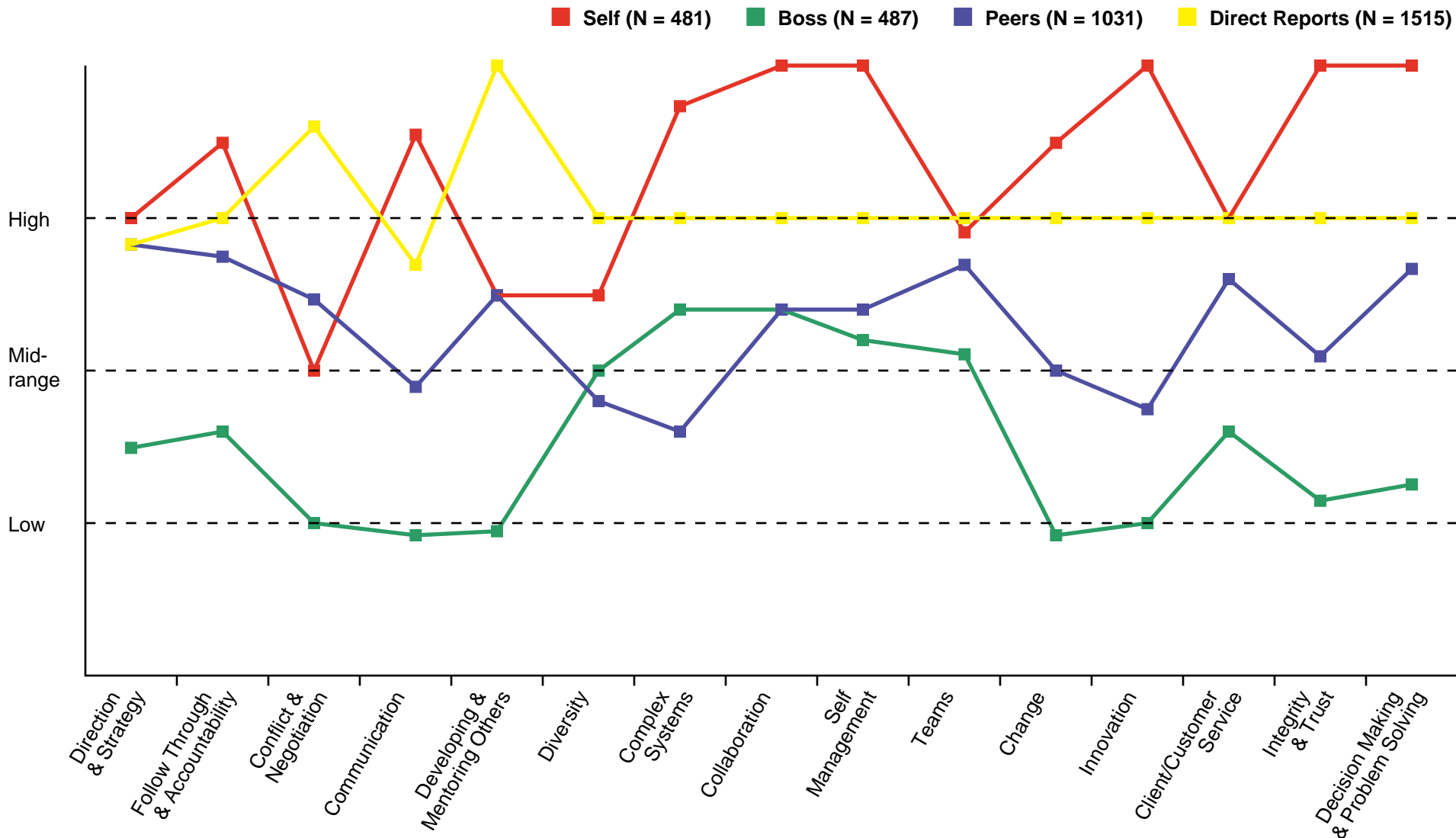
rater2@sample.com



rater4@sample.com



rater6@sample.com



Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed	Self	Combined Raters	Boss (es)	Direct Reports	Peers	Others	Direct Report Range					Peer Range					<div style="display: flex; justify-content: space-between;"> ■ Self ■ Boss ■ Peers</div>		Do More	Do Less
							1	2	3	4	5	1	2	3	4	5				
Direction and Strategy	4.4	4.6	3.9	4.9	4.9	4.7														
1. Displays an understanding of the purpose and mission of the organization.	5.0	4.7	4.3	4.8	4.8	5.0				H					H		■			
2. Works to create a clear and motivating vision.	5.0	4.7	4.0	5.0	5.0	4.7				H					H		■			
3. Engages others in strategic, long-range planning.	4.0	4.5	3.7	4.8	5.0	4.7				H					H		■			
4. Articulates clear goals and objectives.	4.0	4.5	3.7	5.0	5.0	4.3				H					H		■			
5. Deals with immediate demands without losing long-term focus.	4.0	4.7	4.0	5.0	4.7	5.0				H					H		■	■		
Follow Through and Accountability	4.8	4.8	4.3	5.0	4.9	4.9														
6. Follows through with tasks and assignments. (+)	5.0	4.9	4.7	5.0	5.0	5.0				H					H					
7. Jumps in and does his/her share of the work. (+)	5.0	4.9	4.7	5.0	5.0	5.0				H					H					
8. Ensures that people have the skills and resources to do their jobs.	4.0	4.6	3.7	5.0	5.0	4.7				H					H					
9. Is good with the details of projects and tasks. (+)	5.0	4.9	4.7	5.0	5.0	5.0				H					H		■			
10. Understands and attends to front-line operations.	5.0	4.6	4.0	5.0	4.7	4.7				H					H		■			
Conflict and Negotiation	4.0	4.4	3.5	4.9	4.6	4.4														
11. Encourages people to ask questions and disagree. (-)	3.0	4.4	3.3	5.0	4.5	4.3				H					H		■	■		
12. Seeks to understand those with whom he/she disagrees.	4.0	4.6	4.0	5.0	4.7	4.7				H					H		■			
13. Is willing to challenge others regardless of their status. (-)	4.0	4.1	3.0	4.5	4.7	4.0				H					H		■			
14. Works toward win/win outcomes.	5.0	4.6	3.7	5.0	4.8	4.7				H					H		■			

(+) Ten highest scoring

(-) Ten lowest scoring

Assessment Scale 1 = Rarely 2 = Occasionally 3 = Often 4 = Very Often 5 = Always N/O = Not Observed	Self	Combined Raters	Boss (es)	Direct Reports	Peers	Others	Direct Report Range					Peer Range					Legend	
							1	2	3	4	5	1	2	3	4	5	Do More	Do Less
Communication	4.7	4.5	3.7	4.9	4.6	4.5												
15. States his/her opinions clearly and effectively. (-)	4.0	4.4	3.7	4.8	4.5	4.7			H					H			■	■
16. Delivers clear and articulate presentations.	5.0	4.6	4.0	5.0	4.8	4.5			H					H			■	
17. Composes well-written reports and emails. (-)	5.0	4.4	3.3	5.0	4.5	4.3			H					H			■	■
Developing and Mentoring Others	4.0	4.4	3.4	5.0	4.6	4.5												
18. Establishes clear expectations and performance standards. (-)	4.0	4.4	3.3	5.0	4.7	4.3			H					H			■	■
19. Accurately assesses the strengths and developmental needs of others.	4.0	4.5	3.3	5.0	4.5	5.0			H					H			■	■
20. Assigns challenging assignments and tasks to others. (-)	4.0	4.2	3.0	4.8	4.5	4.5			H					H			■	■
21. Encourages cross-functional training. (-)	4.0	4.3	3.0	5.0	4.7	4.0			H					H				
22. Exhibits sincere interest in the aspirations of others.	4.0	4.7	4.0	5.0	4.8	5.0			H					H				
Diversity	4.5	4.8	4.5	5.0	4.6	4.8												
23. Contributes to a climate that values diversity. (+)	4.0	4.9	4.7	5.0	4.8	5.0			H					H				
24. Demonstrates openness to different ideas and perspectives.	4.0	4.6	4.0	5.0	4.8	4.7			H					H				
25. Respects others regardless of status or position. (+)	5.0	4.9	5.0	5.0	4.5	5.0			H					H				
26. Actively seeks to interact with people who are different from him or her.	5.0	4.6	4.3	5.0	4.5	4.7			H					H				
Complex Systems	4.8	4.5	4.2	5.0	4.3	4.3												
27. Displays the ability to grasp the public health "big picture".	5.0	4.6	4.3	5.0	4.3	4.5			H					H			■	■
28. Demonstrates tolerance for ambiguity and uncertainty.	4.0	4.4	4.0	5.0	4.5	4.0			H					H			■	
29. Balances the demands of multiple constituencies and stakeholders.	5.0	4.4	4.3	5.0	4.0	4.0			H					H			■	
30. Gets the parts of the public health system to work together.	5.0	4.7	4.0	5.0	4.5	4.7			H					H				

(+) Ten highest scoring
 (-) Ten lowest scoring

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							1	2	3	4	5	1	2	3	4	5	Do More	Do Less
Collaboration	5.0	4.8	4.6	5.0	4.8	4.9												
31. Works collaboratively within the organization. (+)	5.0	4.8	4.7	5.0	4.8	4.7				H					H			
32. Considers the interest and needs of people outside of the organization. (+)	5.0	4.9	4.3	5.0	5.0	5.0				H					H			
33. Works effectively with people not under his or her direct control. (+)	5.0	4.9	4.7	5.0	4.8	5.0				H					H			
Self Management	5.0	4.7	4.4	5.0	4.7	4.6												
34. Balances priorities between private and professional life.	5.0	4.6	4.3	4.8	5.0	4.3					H				H			
35. Shows the ability to vary his/her approach and style depending upon the situation.	5.0	4.5	4.0	5.0	4.5	4.3				H					H			
36. Accepts responsibility for his/her mistakes.	5.0	4.8	4.3	5.0	5.0	5.0				H					H			
37. Strives for self-awareness of his or her leadership effectiveness.	5.0	4.8	4.7	5.0	4.5	5.0				H					H			
38. Makes adjustments in behavior based on his or her mistakes.	5.0	4.7	4.7	5.0	4.5	4.3				H					H			
39. Maintains his/her composure under stress.	5.0	4.8	4.7	5.0	4.8	4.7				H					H			
Teams	4.3	4.8	4.4	5.0	4.9	4.8												
40. Helps to define the team's purpose and mission.	5.0	4.7	4.3	5.0	4.8	4.7				H					H			
41. Promotes cooperation within the team.	4.0	4.8	4.3	5.0	5.0	5.0				H					H			
42. Runs effective team meetings.	4.0	4.8	4.5	5.0	5.0	4.7				H					H			

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 (-) Ten lowest scoring

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							1	2	3	4	5	1	2	3	4	5	Do More	Do Less
Change	4.6	4.5	3.5	5.0	4.4	4.7												
43. Is willing to challenge the status quo. (-)	4.0	4.0	2.3	5.0	4.0	4.3				H					H		■	■
44. Effectively makes the argument for change to those who are uncertain. (-)	4.0	4.3	3.0	5.0	4.5	4.3				H					H		■	■
45. Does not offer unnecessary resistance to change.	5.0	4.8	4.5	5.0	4.7	5.0				H					H			
46. Builds effectively on things that are already working.	5.0	4.7	4.0	5.0	4.5	5.0				H					H			
47. Can modify plans due to changing conditions when appropriate.	5.0	4.8	4.5	5.0	4.3	5.0				H					H		■	
Innovation	5.0	4.7	4.0	5.0	4.5	4.9												
48. Generates useful new ideas.	5.0	4.6	4.3	5.0	4.5	4.7				H					H		■	■
49. Shows openness to new ideas and better ways of doing things.	5.0	4.7	4.0	5.0	4.5	5.0				H					H			
50. Supports the consideration of ideas from outside of the organization.	5.0	4.6	3.7	5.0	4.7	5.0				H					H			
Client/Customer Service	5.0	4.8	4.4	5.0	4.9	4.9												
51. Treats clients/customers with respect. (+)	5.0	5.0	5.0	5.0	5.0	5.0				H					H			
52. Works effectively with internal clients/customers. (+)	5.0	4.9	4.7	5.0	5.0	5.0				H					H			
53. Looks for ways to continuously improve service to clients/customers.	5.0	4.7	4.3	5.0	4.8	4.7				H					H		■	
54. Views clients/customers as a source of valuable information.	5.0	4.7	3.7	5.0	5.0	5.0				H					H		■	
Integrity and Trust	5.0	4.7	4.1	5.0	4.7	5.0												
55. Tells the truth even when it is unpopular.	5.0	4.6	3.7	5.0	4.5	5.0				H					H		■	
56. Honors his/her promises and commitments.	5.0	4.8	4.7	5.0	4.7	5.0				H					H			
57. Is willing to share power and responsibility with others.	5.0	4.8	4.0	5.0	5.0	5.0				H					H			

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 (-) Ten lowest scoring

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							1	2	3	4	5	1	2	3	4	5	Do More	Do Less
Decision Making and Problem Solving	5.0	4.6	3.9	5.0	4.8	4.7												
58. Involves the most appropriate people in decision making and problem solving.	5.0	4.8	4.7	5.0	5.0	4.7				H					H			
59. Distinguishes between critical and non-critical tasks.	5.0	4.6	4.0	5.0	5.0	4.3				H					H			
60. Acts without unnecessary delay.	5.0	4.8	4.3	5.0	4.8	5.0				H					H			
61. Is willing to make decisions with limited information when necessary. (-)	5.0	4.2	3.0	5.0	4.0	4.3				H					H			
62. Weighs consequences of decisions before taking action.	5.0	4.7	3.7	5.0	5.0	5.0				H					H			

(+) Ten highest scoring
 (-) Ten lowest scoring

Assessment Scale		Score					
1 = Rarely		1.0	2.0	3.0	4.0	5.0	
2 = Occasionally							
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4 = Very Often							
5 = Always							
N/O = Not Observed							
Ten Highest Scoring Items (All Raters)		1.0	2.0	3.0	4.0	5.0	
51.	Treats clients/customers with respect.						5.0
6.	Follows through with tasks and assignments.						4.9
7.	Jumps in and does his/her share of the work.						4.9
9.	Is good with the details of projects and tasks.						4.9
23.	Contributes to a climate that values diversity.						4.9
25.	Respects others regardless of status or position.						4.9
32.	Considers the interest and needs of people outside of the organization.						4.9
33.	Works effectively with people not under his or her direct control.						4.9
52.	Works effectively with internal clients/customers.						4.9
31.	Works collaboratively within the organization.						4.8
Ten Lowest Scoring Items (All Raters)		1.0	2.0	3.0	4.0	5.0	
11.	Encourages people to ask questions and disagree.						4.4
15.	States his/her opinions clearly and effectively.						4.4
17.	Composes well-written reports and emails.						4.4
18.	Establishes clear expectations and performance standards.						4.4
21.	Encourages cross-functional training.						4.3
44.	Effectively makes the argument for change to those who are uncertain.						4.3
20.	Assigns challenging assignments and tasks to others.						4.2
61.	Is willing to make decisions with limited information when necessary.						4.2
13.	Is willing to challenge others regardless of their status.						4.1
43.	Is willing to challenge the status quo.						4.0

How can this person improve his / her effectiveness?

- 1 - Improving record keeping and filing system; improving tracking of projects with multiple steps; keeping office staff informed of road-blocks within project steps, and status of projects.
- 2 - Follow through on assigned tasks. Learn time management skills and work on prioritizing tasks.
- 3 - Learn more about job regarding personnel services, maybe delegate some of this.
- 4 - When communicating with others, take into consideration what others have to share. Listen to what others have to contribute to work situations.
- 5 - Improve communication techniques
- 6 - To continue growing on current knowledge of the organization.
- 7 - Be more organized.

What do you see as this person's greatest opportunity for development?

- 1 - Time management and communication with staff that interact with fiscal unit.
- 2 - Ensure tasks are completed in a timely manner.
- 3 - Setting up financial services so most staff can easily understand, state office and la's.
- 4 - Intelligent, resourceful, good business sense, energetic, and personable.
- 5 - Being more open, more attention to detail.
- 6 - To attend various public health conference/meeting to have an opportunity for development in public health issues.
- 7 - Changing the management structure to allow easier maneuvering within the bureaucracy.

How can this person do a better job of developing and mentoring others?

- 1 - Work with fiscal unit staff to increase their training/development and strengthen fiscal unit.
- 2 - Provide clear and concise direction to his subordinates.
- 3 - Is already visiting la's to help, continue that.

- 4 - Using communication skills: listening, sharing, motivating others, team building skills.
- 5 - Improve communication and network
- 6 - From what i know, he is doing a good job.
- 7 - Offer more direct training of staff to share his skills which would also take some of the responsibility from him.

What can this person do to be a stronger public health advocate?

- 1 - Use fiscal/business background for analysis of financial and other data to seek ways to improve system.
- 2 - To learn about the other roles of public health.
- 3 - Taking ph leadership class will help to develop a broader perspective.
- 4 - Share public health information with others at work, in the neighborhood & community. Get involved with school health activities, volunteer in community with family/children participating in healthy kids/family programs. Or find a voice on a health issue that is dear to the heart....share with family, friends, church, community and civic organizations.
- 5 - Work with others to be more informed of their individual needs
- 6 - Already does but to continue to have a complete understanding of the public health arena.
- 7 - Nothing

What do you want to tell me that was not covered in this assessment?

- 1 - He is an asset to the office, and has already made strides in improving time management.
- 2 - He is eager to learn new skills and is very much interested in professional development.
- 3 - He gets along well with others, able to cope well working with predominately women.
- 4 - He is a very soft spoken young man. Yet, in our meetings he has many observational things to share about topics that are being discussed. He cares about his job, and has a good basic knowledge of his duties at work. He has great ambitions in developing further advancement in his career in finance. I understand he is studying for his cpa exam. I personally see him as a caring person, interested in his family. He has a pretty good balance

of work time and personal time. He does things with his family. I feel this program will provide opportunities for him to enhance his business communication skills.

5 - All was covered.

6 - Nothing