OPM Leadership 360™

1.   Whom are you rating?
- ○   Myself
- ○   My supervisor
- ○   My peer
- ○   My subordinate

Items 1 – 98 are scored on the scale: 1 = Not at all; 2 = To a little extent; 3 = To a Moderate Extent; 4 = To a great extent; 5 = To a very great extent; 6 = No basis to judge.

To what extent does the person you are rating:

1.   Demonstrates a commitment to public service
2.   Inspires others to be service oriented
3.   Makes organizational decisions after considering the impact on the public
4.   Acts in a fair and ethical manner
5.   Follows through on commitments and promises
6.   Inspires trust and confidence
7.   Treats others with courtesy and respect
8.   Handles interpersonal problems tactfully
9.   Develops and maintains cooperative working relationships
10.   Makes convincing oral presentations
11.   Explains complex information clearly
12.   Listens to others and seeks clarification when needed
13.   Ensures that everyone's viewpoint is fully heard
14.   Encourages open communication among employees
15.   Informs employees of events that might affect their work
16.   Writes convincingly for different audiences
17.   Writes in a clear and organized manner
18.   Effectively edits complex or sensitive reports and materials
19.   Learns from mistakes
20.   Recognizes own strengths and weaknesses
21.   Participates in training and self-development activities
22.   Looks for better ways to accomplish work
23.   Thinks "outside the box" to improve products, services, and processes
24.   Encourages creativity and innovation
25.   Keeps up-to-date with relevant laws, regulations, policies, and procedures that affect the organization
26.   Monitors political and economic trends that may affect the organization
27.   Considers external issues affecting the organization when making program decisions
28.   Is open to new ideas and opinions from others
29.   Adapts to organizational change
30.   Changes priorities, when necessary, as situations change
31.   Works well under pressure
32.   Recovers quickly from setbacks
33.   Overcomes obstacles to obtain needed resources

34. Establishes long-term goals and objectives for the organization
35. Develops effective strategies to meet organizational goals
36. Plans for potential organizational threats and opportunities
37. Builds a shared vision of the organization's future
38. Communicates the organization's mission, vision, and values
39. Promotes change consistent with the organization's vision
40. Acts before conflict escalates
41. Deals with interpersonal problems in a timely manner
42. Includes all affected parties in resolving conflicts
43. Makes the most of each employee's talents to meet organizational goals
44. Respects cultural, religious, gender, and racial differences
45. Creates an environment in which diversity is valued
46. Involves employees in important decisions
47. Provides employees with constructive suggestions to improve their job performance
48. Ensures that staff is capable and trained
49. Supports long-term employee development
50. Creates an atmosphere of cooperation among team members
51. Inspires pride and team spirit among team members
52. Delegates authority to teams
53. Builds teams of appropriate size and structure to accomplish work goals
54. Ensures that work responsibilities and assignments are clearly defined
55. Sets challenging but realistic performance goals
56. Reviews employees' progress toward goals on a regular basis
57. Achieves results within set time frames
58. Manages time effectively
59. Ensures that important records are maintained and preserved
60. Protects the privacy of employees, customers, and members of the public
61. Safeguards assets and ensures accountability for property and equipment
62. Anticipates customer needs
63. Continuously improves products and services
64. Promotes the use of good customer service techniques
65. Makes sound and timely decisions
66. Makes effective decisions, even when data are limited
67. Makes decisions that keep projects moving toward completion
68. Promotes the organization's products and services
69. Identifies strategies to develop new products and services
70. Takes calculated risks to accomplish organizational goals
71. Takes the initiative to solve problems affecting the work of the organization
72. Gathers information from relevant sources before generating solutions to problems
73. Considers and evaluates alternative courses of action when solving problems
74. Demonstrates technical expertise in area of responsibility
75. Knows relevant procedures, requirements, and regulations
76. Is actively sought out by others for technical expertise
77. Prepares and justifies a budget that meets program needs
78. Uses cost-effective approaches to accomplish work
79. Reviews expenditures regularly to keep within budget limitations

80. Recruits and selects well-qualified employees
81. Delegates work effectively
82. Provides fair and accurate performance appraisals
83. Recognizes employees for doing good work
84. Takes corrective action when employees do not meet performance standards
85. Provides guidance and support to employees as needed to perform their jobs
86. Effectively manages workplace flexibilities (e.g., telework and alternative work schedules)
87. Identifies new technologies to meet the organization's needs
88. Ensures that employees acquire up-to-date technology skills
89. Makes cost-effective use of technology to meet the organization's goals
90. Develops professional relationships with colleagues inside and outside of the organization
91. Builds networks of constituents, stakeholders, and decision-makers
92. Encourages collaboration across organizations
93. Recognizes the political implications of different courses of action for the organization
94. Recognizes the needs and perceptions of key stakeholders
95. Identifies the internal and external politics that affect the work of the organization
96. Identifies common interests of parties in negotiations
97. Builds consensus about the appropriate course of action
98. Persuades others to adopt recommendations

99. What are this individual's greatest strengths? (No editing of comments will take place. Comments will be passed along directly as written.)

100. What are this individual's greatest developmental needs? (No editing of comments will take place. Comments will be passed along directly as written.)

The following items ask for background information that will be used to help assess and improve leadership quality throughout the Federal government. The items **WILL NOT** be used to identify you as an individual. Your responses **WILL NOT** be included in any of the feedback reports generated for this assessment, not even in aggregate form.

101.   How long have you worked with the person you are rating?
  ○   Not applicable: I am rating myself.
  ○   0 – 3 months
  ○   4 – 6 months
  ○   7 – 12 months
  ○   1 – 2 years
  ○   3 – 4 years
  ○   5 – 6 years
  ○   7 – 8 years
  ○   9 – 10 years
  ○   More than 10 years

102.   What is your level of supervisory responsibility?
  ○   Non-supervisor
  ○   Team leader
  ○   First-line supervisor
  ○   Manager
  ○   Executive

103.   How long have you been in this work role?
  ○   0 – 3 months
  ○   4 – 6 months
  ○   7 – 12 months
  ○   1 – 2 years
  ○   3 – 4 years
  ○   5 – 6 years
  ○   7 – 8 years
  ○   9 – 10 years
  ○   More than 10 years

104.   Are you male or female?
  ○   Male
  ○   Female

105.   Please select the ethnic/racial category or categories with which you most closely identify (Select one or more).
  ○   White
  ○   Hispanic or Latino
  ○   Black or African American
  ○   Asian
  ○   Native Hawaiian or other Pacific Islander

○　　　　American Indian or Alaska Native
○　　　　Other

106.　What is your age?
○　　　　Less than 20
○　　　　20 – 29
○　　　　30 – 39
○　　　　40 – 49
○　　　　50 – 60
○　　　　Over 60