**OPM LEADERSHIP 360 ASSESSMENT**

[Welcome letter]

**General Survey Instructions**

**Caution:**If you click the browser's Refresh or Reload buttons you will clear your latest responses from the page you are on. To ensure your survey responses are not lost, please **Save**survey if you cannot complete the entire survey in one sitting. On the **Last** page of the survey there is a **Send/Submit** button. **Send/Submit** send/submits a copy of the survey to be included in the agency results. Once you click on **Send/Submit**, you will not be able to access your survey again for any reason.

Buttons that are available on the bottom of each survey page are:

* Previous takes you to the previous page in the survey,
* Next takes you to the next page in the survey,
* Save saves the survey on the system so you can continue at a later time,
* 1 | 2 | 3...Last takes you to that page of the survey,
* Quit allows you to quit the survey and gives you the option to Return and continue with the survey, Quit the system, or Save your current survey (after which you may continue with the survey or exit the system).

**Privacy Act Statement**

Collection of this information is authorized by Section 4702 of Title 5, U.S. Code.

* Your responses to this survey are voluntary and there is no penalty if you choose not to respond. However, maximum participation is encouraged so that the data will be complete and representative.
* The principal purpose in collecting this information is to gather input about the participant’s leadership competencies. Routine uses are identifying leadership strengths and challenges and identifying strategies that will help the participant improve his or her leadership.
* In any public release of survey results, no data will be disclosed that could be used to match your responses with your identity because there will be no individual identifiers associated with the data. All email addresses will be stripped and discarded automatically when the completed survey is submitted.

**Public Burden Statement**

We think providing this information takes an average of 15 minutes per respondent to complete, including the time for reviewing instructions, getting the needed data, and reviewing the completed survey. Send comments regarding our estimate or any other aspect of this survey, including suggestions for reducing completion time, to the Office of Personnel Management (OPM), Reports and Forms Officer, Paperwork Reduction Project (3206-0253), Washington, D.C. 20415. The OMB number 3206-0253 is currently valid. OPM may not collect this information, and you are not required to respond, unless this number is displayed.

1. How long have you worked with the person you are rating?

0 - 3 months

4 - 6 months

7 - 12 months

1 - 3 years

More than 3 years

Not applicable: I am rating myself.

**FUNDAMENTAL COMPETENCIES**

[Not at All, To a Little Extent, To a Moderate Extent, To a Great Extent, To a Very Great Extent, No Basis to Judge]

**Public Service Motivation**

*Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.*

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

**Integrity and Honesty**

*Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.*

1. Acts in a fair and ethical manner
2. Follows through on commitments and promises
3. Inspires trust and confidence

**Interpersonal Skills**

*Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.*

1. Treats others with courtesy and respect
2. Handles interpersonal problems tactfully
3. Develops and maintains cooperative working relationships

**Oral Communication**

*Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.*

1. Makes convincing oral presentations
2. Explains complex information clearly
3. Listens to others and seeks clarification when needed
4. Ensures that everyone’s viewpoint is fully heard
5. Encourages open communication among employees
6. Informs employees of events that might affect their work

**Written Communication**

*Writes in a clear, concise, organized, and convincing manner for the intended audience.*

1. Writes convincingly for different audiences
2. Writes in a clear and organized manner
3. Effectively edits complex or sensitive reports and materials

**Continual Learning**

*Assesses and recognizes own strengths and weaknesses; pursues self-development.*

1. Learns from mistakes
2. Recognizes own strengths and weaknesses
3. Participates in training and self-development activities

**LEADING CHANGE**

**Creativity and Innovation**

*Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.*

1. Looks for better ways to accomplish work
2. Thinks “outside the box” to improve products, services, and processes
3. Encourages creativity and innovation

**External Awareness**

*Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.*

1. Keeps up-to-date with relevant laws, regulations, policies, and procedures that affect the organization
2. Monitors political and economic trends that may affect the organization
3. Considers external issues affecting the organization when making program decisions

**Flexibility**

*Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.*

1. Is open to new ideas and opinions from others
2. Adapts to organizational change
3. Changes priorities, when necessary, as situations change

**Resilience**

*Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.*

1. Works well under pressure
2. Recovers quickly from setbacks
3. Overcomes obstacles to obtain needed resources

**Strategic Thinking**

*Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.*

1. Establishes long-term goals and objectives for the organization
2. Develops effective strategies to meet organizational goals
3. Plans for potential organizational threats and opportunities

**Vision**

*Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.*

1. Builds a shared vision of the organization’s future
2. Communicates the organization’s mission, vision, and values
3. Promotes change consistent with the organization’s vision

**LEADING PEOPLE**

**Conflict Management**

*Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.*

1. Acts before conflict escalates
2. Deals with interpersonal problems in a timely manner
3. Includes all affected parties in resolving conflicts

**Leveraging Diversity**

*Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.*

1. Makes the most of each employee’s talents to meet organizational goals
2. Respects cultural, religious, gender, and racial differences
3. Creates an environment in which diversity is valued

**Developing Others**

*Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.*

1. Involves employees in important decisions
2. Provides employees with constructive suggestions to improve their job performance
3. Ensures that staff is capable and trained
4. Supports long-term employee development

**Team Building**

*Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.*

1. Creates an atmosphere of cooperation among team members
2. Inspires pride and team spirit among team members
3. Delegates authority to teams
4. Builds teams of appropriate size and structure to accomplish work goals

**RESULTS DRIVEN**

**Accountability**

*Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.*

1. Ensures that work responsibilities and assignments are clearly defined
2. Sets challenging but realistic performance goals
3. Reviews employees’ progress toward goals on a regular basis
4. Achieves results within set time frames
5. Manages time effectively
6. Ensures that important records are maintained and preserved
7. Protects the privacy of employees, customers, and members of the public
8. Safeguards assets and ensures accountability for property and equipment

**Customer Service**

*Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.*

1. Anticipates customer needs
2. Continuously improves products and services
3. Promotes the use of good customer service techniques

**Decisiveness**

*Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.*

1. Makes sound and timely decisions
2. Makes effective decisions, even when data are limited
3. Makes decisions that keep projects moving toward completion

**Entrepreneurship**

*Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.*

1. Promotes the organization’s products and services
2. Identifies strategies to develop new products and services
3. Takes calculated risks to accomplish organizational goals

**Problem Solving**

*Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.*

1. Takes the initiative to solve problems affecting the work of the organization
2. Gathers information from relevant sources before generating solutions to problems
3. Considers and evaluates alternative courses of action when solving problems

**Technical Credibility**

*Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.*

1. Demonstrates technical expertise in area of responsibility
2. Knows relevant procedures, requirements, and regulations
3. Is actively sought out by others for technical expertise

**BUSINESS ACUMEN**

**Financial Management**

*Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.*

1. Prepares and justifies a budget that meets program needs
2. Uses cost-effective approaches to accomplish work
3. Reviews expenditures regularly to keep within budget limitations

**Human Capital Management**

*Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.*

1. Recruits and selects well-qualified employees
2. Delegates work effectively
3. Provides fair and accurate performance appraisals
4. Recognizes employees for doing good work
5. Takes corrective action when employees do not meet performance standards
6. Provides guidance and support to employees as needed to perform their jobs
7. Effectively manages workplace flexibilities (e.g., telework and alternative work schedules)

**Technology Management**

*Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.*

1. Identifies new technologies to meet the organization’s needs
2. Ensures that employees acquire up-to-date technology skills
3. Makes cost-effective use of technology to meet the organization’s goals

**Partnering**

*Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.*

1. Develops professional relationships with colleagues inside and outside of the organization
2. Builds networks of constituents, stakeholders, and decision-makers
3. Encourages collaboration across organizations

**Political Savvy**

*Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.*

1. Recognizes the political implications of different courses of action for the organization
2. Recognizes the needs and perceptions of key stakeholders
3. Identifies the internal and external politics that affect the work of the organization

**Influencing/Negotiating**

*Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.*

1. Identifies common interests of parties in negotiations
2. Builds consensus about the appropriate course of action
3. Persuades others to adopt recommendations

**COMPETENCY IMPORTANCE**

100. Please select the five leadership competencies that you feel are the most important for this person's success in his or her current role. (A list of the leadership competency definitions can be found by clicking the 'Instructions' button below.)

 Public Service Motivation

 Integrity/Honesty

 Interpersonal Skills

 Oral Communication

 Written Communication

 Continual Learning

 Creativity and Innovation

 External Awareness

 Flexibility

 Resilience

 Strategic Thinking

 Vision

 Conflict Management

 Leveraging Diversity

 Developing Others

 Team Building

 Accountability

 Customer Service

 Decisiveness

 Entrepreneurship

 Problem Solving

 Technical Credibility

 Financial Management

 Human Capital Management

 Technology Management

 Partnering

 Political Savvy

 Influencing/Negotiating

**ORGANIZATIONAL IMPACT**

Please indicate your level of agreement with the following statements regarding the person you are evaluating. [Strongly Disagree, Disagree, Neither Disagree nor Agree, Agree, Strongly Agree, No Basis to Judge]

101. Creates an environment where people cooperate to get the job done.

102. Creates an environment where people have the opportunity to improve their skills.

103. Removes barriers to allow people to get their jobs done.

104. Provides adequate information for people to get their jobs done.

105. Creates an environment where people are involved in decisions that affect their work.

106. Awards employees based on how well they perform their jobs.

107. Cares about employees.

108. Creates an environment where people are treated fairly.

109. Creates an environment where people make the changes necessary to meet the organization's mission.

110. Recognizes his or her strengths and weaknesses.

111. Leads without micromanaging.

112. Inspires others to follow even without the authority to delegate directly to them.

**OVERALL EFFECTIVENESS**

[Very Ineffective, Ineffective, Neither Ineffective nor Effective, Effective, Very Effective, No Basis to Judge]

113. Overall, how effective is this person in his or her current position?

114. Overall, how effective would this person be leading a different functional or technical area?

115. Overall, how effective would this person be in the next higher position in the organization?

**COMMENTS**

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

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|  |

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

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**BACKGROUND INFORMATION**

***Items for everyone, on 360 System and Assessor***

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.

1. What is your supervisory status?

 Non-Supervisor - You do not supervise other employees.

Team Leader - You direct or coordinate the work of non-supervisors, but do not have formal supervisory authority.

 Supervisor - You sign performance appraisals for non-supervisors or team leaders, but you do not supervise other supervisors.

 Manager - You are in a management position and supervise one or more supervisors.

 Executive - You are a member of the Senior Executive Service, SL/ST, or equivalent.

2. How long have you held this status?

 Less than one year

 1 - 3 years

 4 - 5 years

 Over 5 years

3. What is your highest level of education?

 Less than high school graduate

 High school diploma or GED

 Technical, vocational, or business school

 2-year associate degree

 Bachelor's degree (B.A., B.S., etc.)

 Master's degree

 Doctoral or professional degree (Ph.D., M.D., Ed.D., J.D., etc.)

4. What is your GS grade or equivalent?

 GS 1-4

 GS 5-8

 GS 9-12

 GS 13

 GS 14

 GS 15

 SES/SL/ST

 Do not know

5. What is your age?

 Less than 20

 20-29

 30-39

 40-49

 50-59

 60 or over

6. Are you:

 Male

 Female

7. Are you Hispanic or Latino?

 No

 Yes

8. What is your race? (Select one or more)

American Indian or Alaska Native

Asian

Black or African American

Native Hawaiian or Other Pacific Islander

White