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.

2. Demonstrates a commitment to public service
3. Inspires others to be service oriented
4. 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.

5. Acts in a fair and ethical manner
6. Follows through on commitments and promises
7. 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.

8. Treats others with courtesy and respect
9. Handles interpersonal problems tactfully
10. Develops and maintains cooperative working relationships

Oral Communication

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

11. Makes convincing oral presentations
12. Explains complex information clearly
13. Listens to others and seeks clarification when needed

14. Ensures that everyone's viewpoint is fully heard
15. Encourages open communication among employees
16. Informs employees of events that might affect their work

Written Communication

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

17. Writes convincingly for different audiences
18. Writes in a clear and organized manner
19. Effectively edits complex or sensitive reports and materials

Continual Learning

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

20. Learns from mistakes
21. Recognizes own strengths and weaknesses
22. 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.

23. Looks for better ways to accomplish work
24. Thinks "outside the box" to improve products, services, and processes
25. 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.

26. Keeps up-to-date with relevant laws, regulations, policies, and procedures that affect the organization
27. Monitors political and economic trends that may affect the organization
28. 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.

29. Is open to new ideas and opinions from others
30. Adapts to organizational change
31. Changes priorities, when necessary, as situations change

Resilience

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

32. Works well under pressure
33. Recovers quickly from setbacks
34. 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.

35. Establishes long-term goals and objectives for the organization
36. Develops effective strategies to meet organizational goals
37. 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.

38. Builds a shared vision of the organization's future
39. Communicates the organization's mission, vision, and values
40. 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.

41. Acts before conflict escalates
42. Deals with interpersonal problems in a timely manner
43. 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.

44. Makes the most of each employee's talents to meet organizational goals
45. Respects cultural, religious, gender, and racial differences
46. 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.

47. Involves employees in important decisions
48. Provides employees with constructive suggestions to improve their job performance
49. Ensures that staff is capable and trained
50. 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.

51. Creates an atmosphere of cooperation among team members
52. Inspires pride and team spirit among team members

53. Delegates authority to teams
54. 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.

55. Ensures that work responsibilities and assignments are clearly defined
56. Sets challenging but realistic performance goals
57. Reviews employees' progress toward goals on a regular basis
58. Achieves results within set time frames

59. Manages time effectively

60. Ensures that important records are maintained and preserved
61. Protects the privacy of employees, customers, and members of the public
62. 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.

63. Anticipates customer needs
64. Continuously improves products and services
65. 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.

66. Makes sound and timely decisions

67. Makes effective decisions, even when data are limited
68. 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.

69. Promotes the organization's products and services
70. Identifies strategies to develop new products and services
71. 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.

72. Takes the initiative to solve problems affecting the work of the organization
73. Gathers information from relevant sources before generating solutions to problems
74. 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.

75. Demonstrates technical expertise in area of responsibility
76. Knows relevant procedures, requirements, and regulations
77. 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.

78. Prepares and justifies a budget that meets program needs
79. Uses cost-effective approaches to accomplish work
80. 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.

81. Recruits and selects well-qualified employees
82. Delegates work effectively

83. Provides fair and accurate performance appraisals
84. Recognizes employees for doing good work
85. Takes corrective action when employees do not meet performance standards
86. Provides guidance and support to employees as needed to perform their jobs
87. 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.

88. Identifies new technologies to meet the organization's needs
89. Ensures that employees acquire up-to-date technology skills
90. 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.

91. Develops professional relationships with colleagues inside and outside of the organization
92. Builds networks of constituents, stakeholders, and decision-makers
93. 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.

94. Recognizes the political implications of different courses of action for the organization
95. Recognizes the needs and perceptions of key stakeholders
96. 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.

97. Identifies common interests of parties in negotiations
98. Builds consensus about the appropriate course of action
99. 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

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

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

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