General Instructions

You are completing the OPM Leadership 360 self-assessment to rate your leadership strengths and developmental needs. The results of the assessment will help increase your self-awareness and serve as a foundation for behavioral change.

Please use the following definitions when responding:

- *Organization*: The level at which you have authority. This may be, for example, a work unit, division, or an entire agency.

- *Customers*: Anyone who uses or receives the products or services that your organization provides; may include individuals within and outside of your organization.

Begin Survey

BACKGROUND INFORMATION

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.

How long have you held this status?

○ Less than one year

○ 1 - 3 years

○ 4 - 10 years

○ 11 - 20 years

○ More than 20 years

Are you:

- ○ Male
- ○ Female
- ○ Different identity
- ○ Prefer not to say

Please select the racial/ethnic category or categories with which you most closely identify. (Mark all that apply)

- ☐ American Indian or Alaska Native
- ☐ Asian
- ☐ Black or African American
- ☐ Native Hawaiian or Other Pacific Islander
- ☐ White
- ☐ Other

Are you of Hispanic, Latino, or Spanish origin?

- ○ Yes
- ○ No

Where do you primarily work?

- ○ Headquarters
- ○ Field office
- ○ Telework
- ○ Remote work
- ○ Other

What are your career goals for the next one to five years?

- ○ Remain in my current position
- ○ Switch to a new position at the same level
- ○ Move to a higher-level position
- ○ Move to a lower-level position
- ○ Leave federal service
- ○ Retire
- ○ Other

OMB approval #: 3206-0253, Expires: 12/31/2024

Public Service Motivation

Please use the scale below to rate your leadership behaviors. Select "No Opportunity to Observe" if you don't perform the behavior listed.

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Demonstrates a commitment to public service	○	○	○	○	○	○
Makes decisions that are in the best interest of the public	○	○	○	○	○	○
Encourages others to act in ways that promote public service	○	○	○	○	○	○

Integrity/Honesty

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Follows through on commitments and promises	○	○	○	○	○	○
Protects the personal and professional privacy of others	○	○	○	○	○	○
Acts in a fair and ethical manner	○	○	○	○	○	○
Creates an environment where people are treated fairly	○	○	○	○	○	○
Encourages ethical behavior	○	○	○	○	○	○

Interpersonal Skills

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Cares about employees	○	○	○	○	○	○
Is approachable and easy to talk to	○	○	○	○	○	○
Considers and responds appropriately to the needs and feelings of others	○	○	○	○	○	○
Treats others with courtesy and respect	○	○	○	○	○	○
Develops and maintains cooperative working relationships	○	○	○	○	○	○

Oral Communication

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Shows genuine interest in what others have to say	○	○	○	○	○	○
Ensures that everyone's viewpoint is fully heard	○	○	○	○	○	○
Explains complex information clearly	○	○	○	○	○	○
Delivers effective oral presentations	○	○	○	○	○	○

Written Communication

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Writes in a clear and organized manner	○	○	○	○	○	○
Writes convincingly for different audiences	○	○	○	○	○	○
Effectively edits complex or sensitive reports and materials	○	○	○	○	○	○

Continual Learning

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Recognizes own strengths and weaknesses	○	○	○	○	○	○
Learns from mistakes	○	○	○	○	○	○
Participates in training and self-development activities	○	○	○	○	○	○

Creativity and Innovation

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Looks for better ways to accomplish work	○	○	○	○	○	○
Thinks "outside the box" to improve products, services, and processes	○	○	○	○	○	○
Encourages employees to be innovative	○	○	○	○	○	○

External Awareness

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Keeps up-to-date with relevant laws, regulations, policies, and procedures that affect the organization	○	○	○	○	○	○
Monitors political and economic trends that may affect the organization	○	○	○	○	○	○
Considers external issues affecting the organization when making decisions	○	○	○	○	○	○

Flexibility

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Is open to new ideas and opinions	○	○	○	○	○	○
Adapts to organizational change	○	○	○	○	○	○
Changes priorities, when necessary, as situations change	○	○	○	○	○	○

Resilience

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Maintains a positive and optimistic outlook	○	○	○	○	○	○
Works well under pressure	○	○	○	○	○	○
Recovers quickly from setbacks	○	○	○	○	○	○
Overcomes obstacles to obtain needed resources	○	○	○	○	○	○

Strategic Thinking

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Establishes goals and objectives to meet the organization's mission	○	○	○	○	○	○
Links employees' job duties to the organization's strategic goals and mission	○	○	○	○	○	○
Plans for potential organizational threats and opportunities	○	○	○	○	○	○
Implements effective strategies to meet organizational goals	○	○	○	○	○	○

Vision

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Builds a shared vision of the organization's future	○	○	○	○	○	○
Champions the organization's mission, vision, and values	○	○	○	○	○	○
Promotes change consistent with the organization's vision	○	○	○	○	○	○

Conflict Management

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Addresses conflicts before they escalate	○	○	○	○	○	○
Includes all affected parties in resolving conflicts	○	○	○	○	○	○
Manages and resolves conflicts effectively	○	○	○	○	○	○
Encourages open discussion of difficult topics or different opinions	○	○	○	○	○	○

Leveraging Diversity

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Respects cultural, religious, gender, racial and other group differences	○	○	○	○	○	○
Supports policies and practices that promote diversity and inclusion	○	○	○	○	○	○
Works well with employees of different backgrounds	○	○	○	○	○	○
Makes the most of each employee's talents to meet organizational goals	○	○	○	○	○	○

Developing Others

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Provides employees with constructive suggestions to improve their job performance	○	○	○	○	○	○
Ensures employees receive the training needed to perform their jobs	○	○	○	○	○	○
Supports employees' participation in developmental opportunities needed to advance in their careers	○	○	○	○	○	○

Team Building

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Builds teams with the appropriate structure and expertise to accomplish work goals	○	○	○	○	○	○
Encourages cooperation and collaboration among team members	○	○	○	○	○	○
Motivates employees to accomplish team goals	○	○	○	○	○	○
Fosters an atmosphere of team spirit and pride	○	○	○	○	○	○

Accountability

Personal Accountability

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Displays a strong work ethic	○	○	○	○	○	○
Manages time effectively	○	○	○	○	○	○
Delegates work effectively	○	○	○	○	○	○
Manages their workload effectively	○	○	○	○	○	○

Personal Accountability (continued)

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Informs employees of events that might affect their work	○	○	○	○	○	○
Leads without micromanaging	○	○	○	○	○	○
Achieves results within set time frames	○	○	○	○	○	○

Organizational Accountability

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Ensures that work responsibilities and assignments are clearly defined	○	○	○	○	○	○
Sets challenging but realistic deadlines for completing work	○	○	○	○	○	○
Reviews employees' progress toward goals on a regular basis	○	○	○	○	○	○
Holds employees accountable for following rules and regulations	○	○	○	○	○	○
Holds employees accountable for achieving results	○	○	○	○	○	○

Customer Service

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Anticipates customer needs	○	○	○	○	○	○
Continuously improves products and services	○	○	○	○	○	○
Promotes the use of good customer service techniques	○	○	○	○	○	○

Decisiveness

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Anticipates the positive and negative consequences of decisions	○	○	○	○	○	○
Involves employees in decisions that affect their work	○	○	○	○	○	○
Makes effective decisions, even when information is limited	○	○	○	○	○	○
Makes timely decisions that keep projects moving forward	○	○	○	○	○	○

Entrepreneurship

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Identifies new opportunities for the organization	○	○	○	○	○	○
Develops new products or improves existing services	○	○	○	○	○	○
Takes calculated risks to accomplish organizational goals	○	○	○	○	○	○

Problem Solving

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Identifies problems affecting the work of the organization	○	○	○	○	○	○
Gathers relevant information before generating solutions to problems	○	○	○	○	○	○
Considers and evaluates alternative courses of action when solving problems	○	○	○	○	○	○
Takes the initiative to solve problems	○	○	○	○	○	○

Technical Credibility

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Knows relevant procedures, requirements, and regulations	○	○	○	○	○	○
Keeps informed of the latest information in field of expertise	○	○	○	○	○	○
Demonstrates technical expertise in area of responsibility	○	○	○	○	○	○

Financial Management

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Uses cost-effective approaches to accomplish work	○	○	○	○	○	○
Prepares and justifies budgets that meet project or program goals	○	○	○	○	○	○
Reviews budgets regularly to keep within financial limitations	○	○	○	○	○	○

Human Capital Management

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Works to ensure the organization is adequately staffed	○	○	○	○	○	○
Supports employees' need to balance their work and family/personal life	○	○	○	○	○	○
Works to ensure employees have the appropriate supplies, materials, and equipment to perform their jobs well	○	○	○	○	○	○
Is responsive to employees' requests for advice or assistance	○	○	○	○	○	○

Human Capital Management (continued)

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Provides fair and accurate performance evaluations	○	○	○	○	○	○
Takes corrective action when employees do not meet performance standards	○	○	○	○	○	○
Recognizes employees for doing good work	○	○	○	○	○	○

Technology Management

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Ensures employees have the technology needed to perform their work	○	○	○	○	○	○
Provides opportunities for employees to acquire up-to-date technology skills	○	○	○	○	○	○
Ensures employees follow agency IT Security rules and regulations	○	○	○	○	○	○

Partnering

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Develops strategic relationships to achieve common goals	○	○	○	○	○	○
Builds external networks of constituents and stakeholders	○	○	○	○	○	○
Encourages collaboration across organizations	○	○	○	○	○	○

Political Savvy

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Identifies the internal and external politics that affect the work of the organization	○	○	○	○	○	○
Considers the needs and perceptions of key stakeholders when planning work	○	○	○	○	○	○
Recognizes the political implications of different courses of action	○	○	○	○	○	○

Influencing/Negotiating

	Significant Development Needed	Development Needed	Competent	Strength	Significant Strength	No Opportunity to Observe
Identifies common interests of parties in negotiations	○	○	○	○	○	○
Builds consensus about the appropriate course of action	○	○	○	○	○	○
Persuades others to adopt recommendations	○	○	○	○	○	○

Competency Importance

Please select the **five** leadership competencies you feel are the most important for Aminah Collick's success in their current role.

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

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

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

☐ **Oral Communication** - Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

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

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

☐ **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.

☐ **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.

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

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

☐ **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.

☐ **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.

☐ **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.

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

☐ **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.

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

☐ **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.

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

☐ **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.

☐ **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.

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

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

☐ **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.

☐ **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.

☐ **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.

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

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

☐ **Influencing/Negotiating** - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

Overall Effectiveness

	Very Ineffective	Ineffective	Neither Ineffective nor Effective	Effective	Very Effective	No Basis to Judge
Overall, how effective is this person in their current position?	○	○	○	○	○	○
Overall, how effective is this person as a leader?	○	○	○	○	○	○
Overall, how effective would this person be leading a different functional or technical area?	○	○	○	○	○	○
Overall, how effective would this person be in the next higher position in the organization?	○	○	○	○	○	○

Comments

No editing of comments will take place after your survey is submitted. Because you are rating yourself, your comments will be attributed to you.

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

0 / 1000

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

0 / 1000

Click on "Finish" below to submit your survey.

When you click on this button, you are formally giving us the right to add your responses to the data that has been collected so far. Once you submit your responses, you will not be able to access your survey again.

| Back | Finish |