

360° Review - Leader 3 & 4

Employee: _____

Title: _____

Level: _____

Date: _____

Reviewer: ☐ Self ☐ Peer ☐ Supervisor

Outstanding Performer	All Job Competence requirements, planned goals and objectives were achieved well above expectations
Solid Performer	Individuals in this category consistently meet expectations and at times exceeds them in demonstrating organizational values
Developing Performer	A rating at this level reflects that the individual is in a growth and learning mode in terms or organizational values and/or Job Competence
Improvement Required	A rating at this level anticipates that improvement is achievable.

1. Knowledge of Work The technical knowledge of job functions and understanding of the policies, procedures and processes as they relate to the overall mission of the organization.	Rating: <table style="width: 100%;"> <tr> <td style="text-align: center;">Improvement Required <input type="checkbox"/> 1</td> <td style="text-align: center;">Developing Performer <input type="checkbox"/> 2</td> <td style="text-align: center;">Solid Performer <input type="checkbox"/> 3</td> <td style="text-align: center;">Outstanding Performer <input type="checkbox"/> 4</td> </tr> </table> Comments:	Improvement Required <input type="checkbox"/> 1	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
Improvement Required <input type="checkbox"/> 1	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4		
2. Continual Learning Assesses and recognizes own strengths and weaknesses. Pursues self-development.	Rating: <table style="width: 100%;"> <tr> <td style="text-align: center;">Improvement Required <input type="checkbox"/> 1</td> <td style="text-align: center;">Developing Performer <input type="checkbox"/> 2</td> <td style="text-align: center;">Solid Performer <input type="checkbox"/> 3</td> <td style="text-align: center;">Outstanding Performer <input type="checkbox"/> 4</td> </tr> </table> Comments:	Improvement Required <input type="checkbox"/> 1	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
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3. Customer Service Anticipates and meets the needs of both internal and external customers. Delivers high quality products and services. Demonstrates commitment to continuous improvements.	Rating: <table style="width: 100%;"> <tr> <td style="text-align: center;">Improvement Required <input type="checkbox"/> 1</td> <td style="text-align: center;">Developing Performer <input type="checkbox"/> 2</td> <td style="text-align: center;">Solid Performer <input type="checkbox"/> 3</td> <td style="text-align: center;">Outstanding Performer <input type="checkbox"/> 4</td> </tr> </table> Comments:	Improvement Required <input type="checkbox"/> 1	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
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4. Flexibility Demonstrates an openness to changes and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles	Rating: <table style="width: 100%;"> <tr> <td style="text-align: center;">Improvement Required <input type="checkbox"/> 1</td> <td style="text-align: center;">Developing Performer <input type="checkbox"/> 2</td> <td style="text-align: center;">Solid Performer <input type="checkbox"/> 3</td> <td style="text-align: center;">Outstanding Performer <input type="checkbox"/> 4</td> </tr> </table> Comments:	Improvement Required <input type="checkbox"/> 1	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
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5. Integrity/Honesty Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Creates a culture that fosters high ethical standards.	Rating: <table style="width: 100%;"> <tr> <td style="text-align: center;">Improvement Required <input type="checkbox"/> 1</td> <td style="text-align: center;">Developing Performer <input type="checkbox"/> 2</td> <td style="text-align: center;">Solid Performer <input type="checkbox"/> 3</td> <td style="text-align: center;">Outstanding Performer <input type="checkbox"/> 4</td> </tr> </table> Comments:	Improvement Required <input type="checkbox"/> 1	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
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6. Interpersonal Skills Treats others with courtesy, sensitivity, and respect. Considers and appropriately	Rating: <table style="width: 100%;"> <tr> <td style="text-align: center;">Improvement Required</td> <td style="text-align: center;">Developing Performer</td> <td style="text-align: center;">Solid Performer</td> <td style="text-align: center;">Outstanding Performer</td> </tr> </table>	Improvement Required	Developing Performer	Solid Performer	Outstanding Performer
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responds to the needs and feelings of different people in different situations.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
7. Oral Communication Makes clear and convincing oral presentations to individuals and groups. Listens effectively. Clarifies information as needed. Facilitates open communication.	Rating: Improvement Required <input type="checkbox"/> 1 Comments:	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
8. Problem Solving Identifies and analyzes problems. Weighs relevance and accuracy of information. Generates and evaluates alternative solutions. Makes recommendations.	Rating: Improvement Required <input type="checkbox"/> 1 Comments:	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
9. Public Service Motivation Shows a commitment to public service. Enables others to acquire the tools and support they need to perform well. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.	Rating: Improvement Required <input type="checkbox"/> 1 Comments:	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
10. Resilience Deals effectively with pressure. Remains optimistic and persistent, even under adversity. Quickly recovers from setbacks.	Rating: Improvement Required <input type="checkbox"/> 1 Comments:	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
11. Written Communication Writes in a clear, concise, organized and convincing manner for the intended audience.	Rating: Improvement Required <input type="checkbox"/> 1 Comments:	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
12. Decisiveness Makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences. Perceives the impact and implications of decisions.	Rating: Improvement Required <input type="checkbox"/> 1 Comments:	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
13. Influencing/Negotiating Persuades others. Builds consensus through give and take. Gains cooperation from others to obtain information and accomplish goals.	Rating: Improvement Required <input type="checkbox"/> 1 Comments:	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
14. Team Building Inspires and fosters team commitment, spirit, pride and trust. Facilitates cooperation and motivates team members to accomplish group goals.	Rating: Improvement Required <input type="checkbox"/> 1 Comments:	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
15. Technical Credibility Understands and appropriately applies principles, procedures, requirements,	Rating: Improvement Required	Developing Performer	Solid Performer	Outstanding Performer

regulations, and policies related to specialized expertise.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 Comments:								
16. 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.	Rating: <table border="0"> <tr> <td>Improvement Required</td> <td>Developing Performer</td> <td>Solid Performer</td> <td>Outstanding Performer</td> </tr> <tr> <td><input type="checkbox"/> 1</td> <td><input type="checkbox"/> 2</td> <td><input type="checkbox"/> 3</td> <td><input type="checkbox"/> 4</td> </tr> </table> Comments:	Improvement Required	Developing Performer	Solid Performer	Outstanding Performer	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
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17. Conflict Management Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counterproductive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.	Rating: <table border="0"> <tr> <td>Improvement Required</td> <td>Developing Performer</td> <td>Solid Performer</td> <td>Outstanding Performer</td> </tr> <tr> <td><input type="checkbox"/> 1</td> <td><input type="checkbox"/> 2</td> <td><input type="checkbox"/> 3</td> <td><input type="checkbox"/> 4</td> </tr> </table> Comments:	Improvement Required	Developing Performer	Solid Performer	Outstanding Performer	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
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18. Developing Others Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and providing opportunities to learn through formal and informal methods.	Rating: <table border="0"> <tr> <td>Improvement Required</td> <td>Developing Performer</td> <td>Solid Performer</td> <td>Outstanding Performer</td> </tr> <tr> <td><input type="checkbox"/> 1</td> <td><input type="checkbox"/> 2</td> <td><input type="checkbox"/> 3</td> <td><input type="checkbox"/> 4</td> </tr> </table> Comments:	Improvement Required	Developing Performer	Solid Performer	Outstanding Performer	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
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19. Human Capital Management Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures 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.	Rating: <table border="0"> <tr> <td>Improvement Required</td> <td>Developing Performer</td> <td>Solid Performer</td> <td>Outstanding Performer</td> </tr> <tr> <td><input type="checkbox"/> 1</td> <td><input type="checkbox"/> 2</td> <td><input type="checkbox"/> 3</td> <td><input type="checkbox"/> 4</td> </tr> </table> Comments:	Improvement Required	Developing Performer	Solid Performer	Outstanding Performer	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
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20. Leveraging Diversity Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.	Rating: <table border="0"> <tr> <td>Improvement Required</td> <td>Developing Performer</td> <td>Solid Performer</td> <td>Outstanding Performer</td> </tr> <tr> <td><input type="checkbox"/> 1</td> <td><input type="checkbox"/> 2</td> <td><input type="checkbox"/> 3</td> <td><input type="checkbox"/> 4</td> </tr> </table> Comments:	Improvement Required	Developing Performer	Solid Performer	Outstanding Performer	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
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21. Creativity & Innovation Develops new insights into situation. Questions conventional approaches. Encourages new ideas and innovations. Designs and implements new or cutting edge programs/processes.	Rating: <table border="0"> <tr> <td>Improvement Required</td> <td>Developing Performer</td> <td>Solid Performer</td> <td>Outstanding Performer</td> </tr> <tr> <td><input type="checkbox"/> 1</td> <td><input type="checkbox"/> 2</td> <td><input type="checkbox"/> 3</td> <td><input type="checkbox"/> 4</td> </tr> </table> Comments:	Improvement Required	Developing Performer	Solid Performer	Outstanding Performer	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
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22. Financial Management Monitors expenditures and resources to ensure spending is within allotted project budget. Complies with administrative controls over funds.	Rating: <table border="0"> <tr> <td>Improvement Required</td> <td>Developing Performer</td> <td>Solid Performer</td> <td>Outstanding Performer</td> </tr> <tr> <td><input type="checkbox"/> 1</td> <td><input type="checkbox"/> 2</td> <td><input type="checkbox"/> 3</td> <td><input type="checkbox"/> 4</td> </tr> </table> Comments:	Improvement Required	Developing Performer	Solid Performer	Outstanding Performer	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
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23. Parterning Develops networks and builds alliances. Collaborates across boundaries to build	Rating: <table border="0"> <tr> <td>Improvement</td> <td>Developing</td> <td>Solid</td> <td>Outstanding</td> </tr> </table>	Improvement	Developing	Solid	Outstanding				
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strategic relationships and achieve common goals.	Required <input type="checkbox"/> 1 Comments:	Performer <input type="checkbox"/> 2	Performer <input type="checkbox"/> 3	Performer <input type="checkbox"/> 4
24. Political Savvy Identifies the internal and external politics impacting the work of the organization. Perceives organizational and political reality and acts accordingly.	Rating: Improvement Required <input type="checkbox"/> 1 Comments:	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
25. Strategic Thinking Formulates objectives and priorities and implements plans consistent with the long-term interests of the organization. Capitalizes on opportunities and manages risks.	Rating: Improvement Required <input type="checkbox"/> 1 Comments:	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
26. 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.	Rating: Improvement Required <input type="checkbox"/> 1 Comments:	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
27. Entrepreneurship Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products/services. Takes calculated risks to accomplish organizational objectives.	Rating: Improvement Required <input type="checkbox"/> 1 Comments:	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
28. External Awareness Understands and keeps up to date on local and national policies and trends that affect the organization and shape stakeholder's views. Demonstrates awareness of the organization's impact on the external environment.	Rating: Improvement Required <input type="checkbox"/> 1 Comments:	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4
29. Vision Takes a long-term view and builds a shared vision with others. Acts as a catalyst for organizational change. Influences other to translate vision into action.	Rating: Improvement Required <input type="checkbox"/> 1 Comments:	Developing Performer <input type="checkbox"/> 2	Solid Performer <input type="checkbox"/> 3	Outstanding Performer <input type="checkbox"/> 4