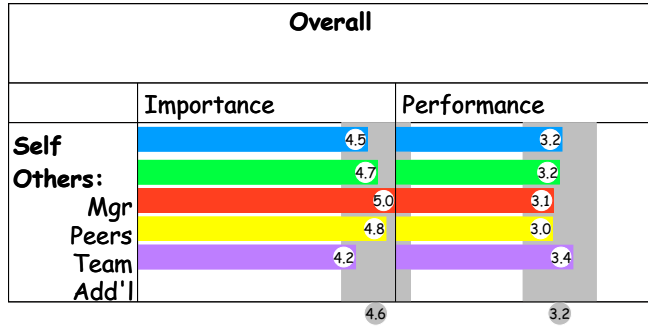


360° Appraisal

Ware.A

Sample Only



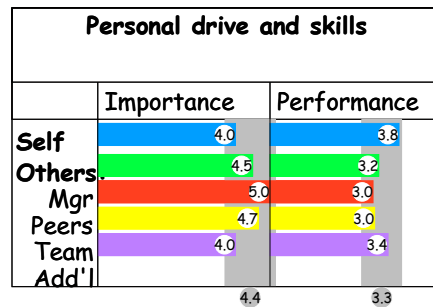
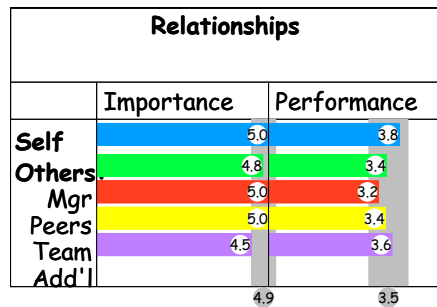
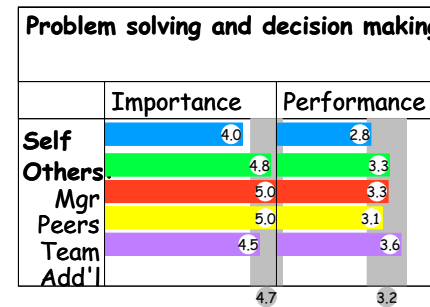
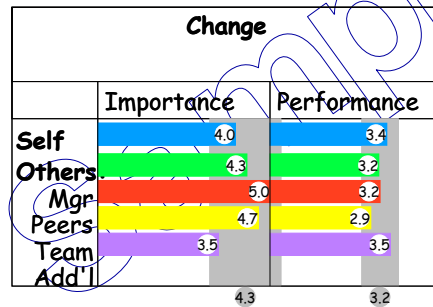
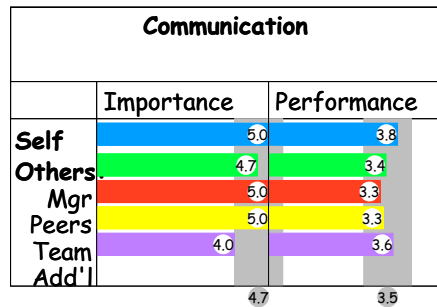
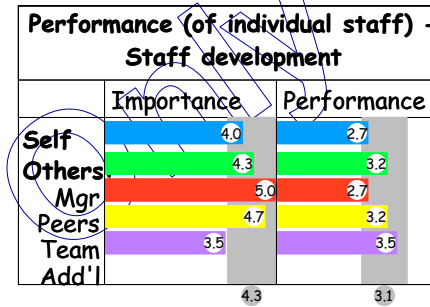
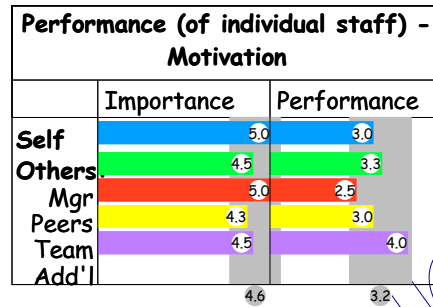
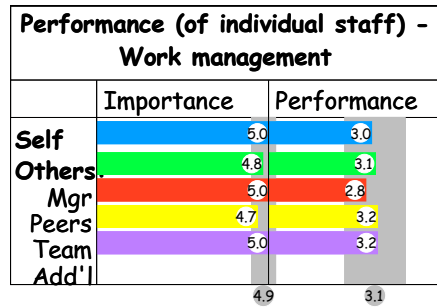
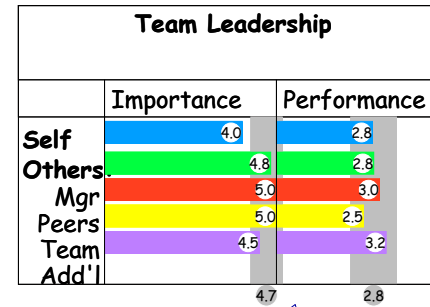
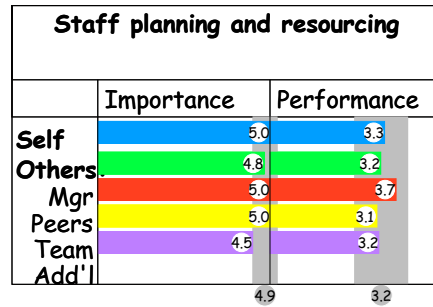
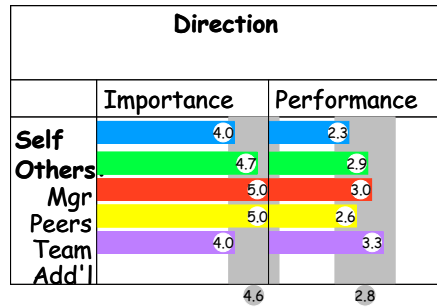
"It's been a good experience working with A____. I find him an excellent manager."

"A solid manager - but needs to look at time management and the need to be involved in quite so much?"

Sample Only

- 3 Colleague appraisal(s)
- 1 Manager appraisal(s)
- 1 Self appraisal(s)
- 2 Team member appraisal(s)

Overall



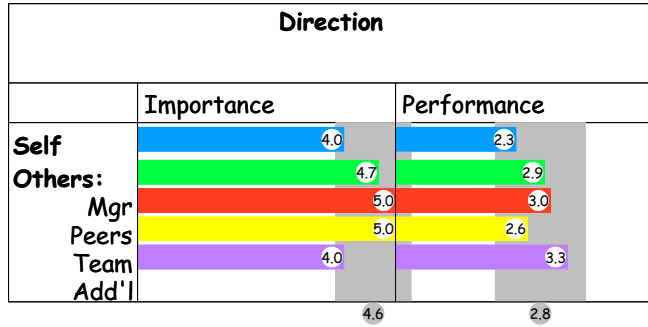
Summary of competences

| | |
|--|-----|
| Clarifies roles and responsibilities with all staff. (Performance (of individual staff) - Work management) | 3.8 |
| Regularly briefs the team on local / programme information. (Communication) | 3.7 |
| Forecasts the skills needs in the unit / team. (Staff planning and resourcing) | 3.7 |
| Is assertive in his / her relationships with others. (Relationships) | 3.7 |
| When allocating and delegating work, gives support, recognising individual's needs and allocating appropriately. (Performance (of individual staff) - Work management) | 3.5 |
| Takes time to seek and listen to staff views, ideas and concerns. (Communication) | 3.5 |
| When making decisions, actively seeks to involve others, including colleagues from other disciplines. (Problem solving and decision making) | 3.5 |
| Seeks to build good working relationships with colleagues, customers and staff members. (Relationships) | 3.5 |
| Demonstrates awareness of the political context of his / her work (Relationships) | 3.5 |
| Takes responsibility for his / her own learning and development. (Personal drive and skills) | 3.5 |

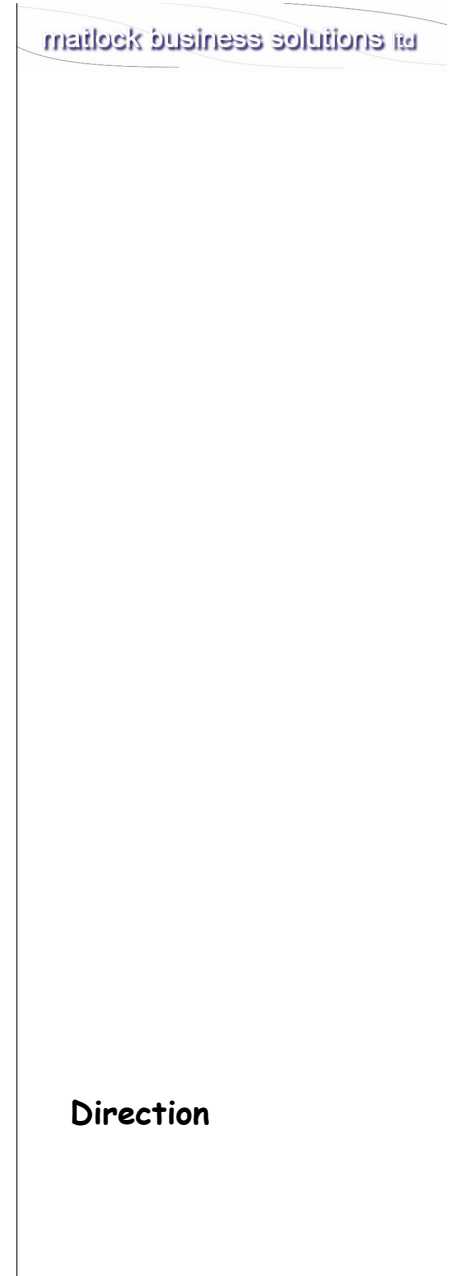
Top 10 scores

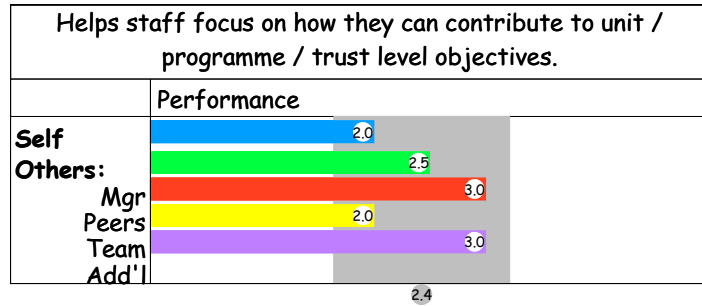
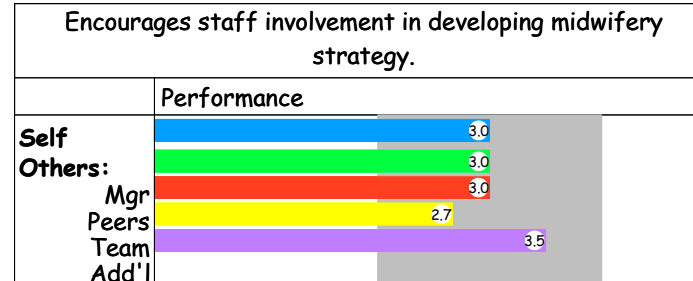
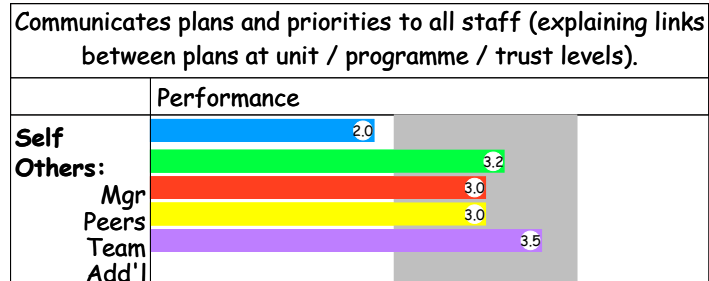
| | |
|--|-----|
| Helps staff focus on how they can contribute to unit / programme / trust level objectives. (Direction) | 2.5 |
| Takes action to support and monitor progress in improving performance. (Performance (of individual staff) - Work management) | 2.7 |
| Identifies and actions development needs for his / her team. (Team Leadership) | 2.7 |
| Gives feedback on how the team is performing. (Team Leadership) | 2.8 |
| Provides clear leadership for his / her team / unit. (Team Leadership) | 2.8 |
| Identifies poor performance in areas where individuals have not met standards. (Performance (of individual staff) - Work management) | 2.8 |
| Gives helpful feedback on performance. (Performance (of individual staff) - Work management) | 2.8 |
| Promotes team development to enhance the quality and effectiveness of the team. (Team Leadership) | 2.8 |
| Recruits / transfers / develops staff to meet service objectives. (Staff planning and resourcing) | 2.8 |
| Demonstrates commitment to unit / programme / trust's objectives. (Personal drive and skills) | 3.0 |

Bottom 10 scores



Sample Only





Sample Only

Direction