

360⁰-MAT Categories and Items

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Character

Integrity/Trustworthiness

1. Is honest with people.
2. Keeps confidences.
3. Takes responsibility for actions; admits mistakes and apologizes.
4. Supports those who are absent (no backbiting).
5. Follows through on commitments; if she promises to do something, it gets done.
6. Walks her talk – acts in a way that is consistent with verbal and written communications.

Work Ethic and Personal Productivity

7. Produces high quality work.
8. Strives to improve personal performance.
9. Takes initiative to get things done.
10. Maintains necessary attention to detail to achieve high level performance.
11. Is a hard worker.
12. Is punctual.
13. Plans ahead; structures her time to focus on priority work; works effectively even when given multiple projects or deadlines.

Relationship Management

14. Is approachable.
15. Shows respect, courtesy, and consideration.
16. Is fair and consistent in dealings with all employees.
17. Considers and responds appropriately to the needs, feelings and capabilities of others.
18. Maintains self-control in difficult situations.
19. Demonstrates a positive attitude toward the department, fellow employees, and the organization as a whole.
20. Willingly helps others.

Flexibility/Innovation

21. Seeks to understand viewpoints that are different than her own.
22. Modifies behavior / work methods / decisions in response to new information, changing conditions, or unexpected obstacles.
23. Develops new and better ways of doing things; is creative in finding ways to improve our service.
24. Encourages innovative thinking, and supports innovative approaches, by others.

Self Development

25. Knows her field.
26. Takes steps to develop and enhance her own knowledge and skills.
27. Seeks and accepts constructive feedback; uses it for personal reflection and development.

Vision

Customer Focus/Service Orientation (Internal and External Customers)

- 28. Has identified her key internal and external customers and how the team adds value for them.
- 29. Seeks input from customers on their needs and expectations.
- 30. Bases decisions and actions on how it will impact her customers.
- 31. Develops positive relationships with customers.

Strategic Thinking / Planning

- 32. Develops department goals and objectives that align with and support the achievement of the organization's highest priorities.
- 33. Develops department plans that effectively utilize existing staff and resources to meet department goals and objectives.
- 34. Involves department staff in setting department goals and plans.
- 35. Anticipates problems and develops contingency plans.
- 36. Structures employee work fairly.

Leadership Skills

Leadership

- 37. Leads by example.
- 38. Gains "buy-in" for organizational priorities.
- 39. Influences others to be productive.
- 40. Shares credit for department successes with others.
- 41. Takes personal responsibility for failures of her work group or department (i.e., "the buck stops with me.")
- 42. Encourages team spirit – shared ownership and responsibility, cooperation, and trust – among all of the department's employees.

Supervision

- 43. Effectively orients new hires to their roles and responsibilities within the department.
- 44. Knows her people and what's involved in their work. Spends time with her employees "one-on-one."
- 45. Communicates performance expectations clearly.
- 46. Allows staff the freedom to make significant decisions about how they will do their jobs (i.e., does not micro-manage).
- 47. Delegates tasks/projects that stretch others and enable them to learn new skills.
- 48. Supports positive risk-taking; allows employees to make mistakes and learn from those mistakes.
- 49. Provides timely guidance and constructive criticism when employee performance does not meet expectations.
- 50. Regularly praises and rewards positive performance.
- 51. Provides training, coaching, and other developmental resources to improve employee performance.
- 52. Establishes reasonable deadlines for work to be completed.

Resource Management

- 53. Ensures that projects are completed in a timely manner and within budget.
- 54. Minimizes waste.
- 55. Identifies and accesses additional resources to enhance department services.

Coordinating with Other Departments/Workgroups

- 56. Builds relationships with other departments to enhance service delivery and/or customer satisfaction.
- 57. Exhibits knowledge of and supports inter-department and organization-wide programs/activities/initiatives. Works effectively across departmental lines and boundaries.

Communication

- 58. Listens attentively; does not interrupt.
- 59. Makes sure that she understood your message (through open and probing questions, summaries, paraphrasing, etc.).
- 60. Hears negative feedback without becoming defensive.
- 61. Keeps others informed on important matters.
- 62. Brings clarity to department discussions. Assists everyone to understand divergent viewpoints.
- 63. Presents ideas clearly and concisely.
- 64. Responds to others' communications in a timely manner.
- 65. Uses a variety communication methods (e.g., staff meetings, one-on-one meetings, emails, phone calls, memos, etc.) to maintain open lines of communication within the department.

Decision Making

- 66. Uses data to make well-informed decisions.
- 67. Is decisive when a decision is necessary.
- 68. Involves staff when making important decisions. Provides opportunities for stakeholders to give feedback before significant changes are implemented.
- 69. Delegates decision-making authority to staff persons when appropriate and supports their decisions.

Meeting Facilitation

- 70. Organizes staff meetings so that the group stays on track, its time is well-spent and the group achieves its meeting goals.
- 71. Prepares and distributes staff meeting agendas in advance of the meeting so that everyone can prepare appropriately.

Conflict Resolution

- 72. Actively seeks out the other person when a conflict is brewing and tries to work things out.
- 73. Attempts to understand the other person's viewpoint in a confrontational situation.

74. Manages conflict well within the department; doesn't "turn a blind eye" to issues but assists both parties to work through the situation.

Open Ended Questions

Directions: Use judgment when entering written comments to make sure that the comments provide *constructive* feedback; the comments you enter will be shown to the individual receiving the feedback. Your confidentiality will be maintained in that the person receiving feedback will not see the name of the participants who entered the comments or ratings.

- a. Please describe this person's three (3) most significant strengths:
- b. Please describe this person's three (3) most significant challenges / areas needing further development:
- c. Additional comments, if any:
- d. [at the end of each section] Please feel free to elaborate further on any of your responses above

Response Categories

- Not Applicable/Don't Know
- Needs Significant Improvement
- Progressing; Could benefit from Development
- Proficient, Capable and Effective
- Exemplary; A Role Model