

Section I: Definitions

360⁰ evaluation process

An approach to performance appraisal that utilizes feedback from superiors, peers, and subordinates to form a more complete description of performance.

Section II: Assessing Leadership Competencies

1. Does your organization use a 360⁰ evaluation process for managers and leaders?
Yes No
2. If your organization does use a 360⁰ evaluation process for managers and leaders, what is the process that is used? (Please describe.)
3. If your organization does not use a 360⁰ evaluation process for managers and leaders, are employees involved in the evaluation of managers and leaders? Yes No
4. If the answer to #3 is Yes, how are employees involved in the evaluation of managers and leaders? (Please describe.)
5. Does the organization regard involving employees in decision making as one of the things it does best? Yes No
6. What specific actions do managers take to involve employees in decision making? (Please describe.)

Section III: Mission Driven Management Style

7. Does the organization have a mechanism to assure each of the following?
 - A. Managers actions reflect the organization's mission and values Yes No
 - B. Managers respect the balance between work and family Yes No
8. If the answer to any of the items in #7 is Yes, please describe the mechanisms used.

Section IV: Management Education

9. Does the organization have a formal management education program? Yes No
10. If the answer to #9 is Yes, please describe the management education program.
11. Does the organization have a program that addresses needs based upon defined leadership competencies and employee satisfaction survey? Yes No

12. If the answer to #11 is Yes, does this program have a specifically defined mission education component? Yes No

13. Does the organization have a program that teaches managers the skills needed to involve employees in decision making? Yes No

Section V: Management and Leadership Availability and Accessibility

14. Does the organization have a formal program that promotes management availability?
Yes No

15. If the answer to #14 is Yes, please describe the program.

16. What informal practices does the organization use to promote management availability?
(Please describe.)

17. Does the organization maintain records employee participation in formal meetings through a defined process or standard protocol? Yes No

18. If the answer to #17 is Yes, what is the percent of employee participation in formal meetings?

19. Do employees have opportunity to set or add to agendas for meetings? Yes No

20. Do employees have opportunity to critique meetings? Yes No

21. Does the organization have an innovative or creative way of involving employees in decision-making? (Please describe the approach you use.)