

Leader Evaluation

Competency-based Assessment

Overview

- **Integration of DOR Performance Expectations, Baldrige Categories & Leader Competencies**
- **360-Degree Feedback Survey & Link to Performance Evaluations**
- **Climate Survey & Link to Organizational Improvement**

(Insert Competency-based Assessment chart)

**360 logo
here**

***“Feedback is the breakfast of
champions”***

Ken Blanchard

360-Degree Feedback Survey

- **Feedback from supervisor, direct reports & peers on their “perception” of leader performance**
- **Guides leaders in pinpointing self-improvement opportunities**
- **One component of comprehensive leader appraisal system**

360 Feedback Administration

- **All Electronic; rating scale same as EE&D**
- **Focus on Leadership, H.R. & Measurement and Analysis**
- **Supervisors verify & add relationships**
- **Staff meetings & other communications**
- **Supervisor follow-up process on their 360 results**

(insert 360 follow-up process flow chart)

360 Results – 2003

- **Improvement in overall agency averages for all 3 Baldrige categories over 2002**
- **High satisfaction w/ electronic survey, communications, questionnaire & scale**
- **Despite 82% employee participation in 360, high neutral responses on confidentiality of electronic survey & supervisors' use of results to improve (18% - 30%)**
- **More analysis this fall after supervisor improvement plans communicated**

**climate logo
here**

“As I saw it, my job was to create the climate that enabled people to unleash their potential. Given the right environment, there are few limits to what people can achieve.”

**Captain D. Michael Abrashoff
*It's Your Ship***

DOR Climate Survey

- **Employee “pulse” on workplace safety, efficiency, customer service, teamwork, fair treatment, advancement opportunities**
- **Basis for several agency-wide strategic initiatives (EE&D, recruitment & selection, leadership system, employee recognition)**
- **Foundation for work unit improvement process driven by employee teams & supported by management sponsors**

Climate Results

- **Workplace security: 8 percentage point improvement since 2000 (from 73% to 81%)**
- **Workplace safety: 6 percentage point improvement since 2001 (from 85% to 91%)**
- **Hollywood Service Center: 2002-03 Pilot for Climate improvement process; 50% increase in agreement by employees that climate has improved in last year**

On the Horizon: 2003-2004

- **Establish two-year cycle to allow time for making work unit improvements**
- **Review/revise Climate survey & improvement process to address new work unit performance expectations**
- **Integrate Climate with other appraisal tools into overall leadership system**

(insert leadership “cube” here)

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