



**Performance Planning and Appraisal Report**  
**360 Stakeholder Feedback Form**  
**CONFIDENTIAL**

I am requesting your feedback as part of (employee name) performance process. Please complete the sections below and return to me via email. You are one of several people involved in this 360 Stakeholder Feedback performance appraisal process.

Below are seven competency areas. Please provide comments about any or all of these categories you are familiar with. Each competency includes characteristics that further define what we mean by “Leadership,” “Customer Service,” etc. Also, for each competency area, there are a list optional questions you may choose to address in your comments.

Your feedback is confidential; however, the employee may choose to review the completed feedback forms but we will ensure that the evaluator's name is not included.

Thank you for your contribution and please contact me if you have any questions or other concerns.

\_\_\_\_\_  
*Name of evaluating manager*

\_\_\_\_\_  
*Title*

\_\_\_\_\_  
*Employee Name*

\_\_\_\_\_  
*Title*

**Competency: Cultural Competence**

*Characteristics: leadership, diversity awareness, recruitment, consistency, finds value in individuals, supports ongoing education and training, creates and maintains welcoming environment, treats others (colleagues and clients) with respect.*

**Optional questions to answer:**

What are his/her recruitment strategies for a diverse staff? How does s/he support continuous learning? How does (employee name) create a welcoming environment? How does s/he promote a positive and non-discriminating work environment? How does (employee name) demonstrate an understanding of DHS affirmative action objectives and actively seek to achieve its goals? How does s/he communicate, operate, and provide effective services to people of other cultures?

**Comments:**

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\_\_\_\_\_  
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**Competency: Customer Service**

*Characteristics: customer oriented, manages with a customer focus and accountable to customer needs, responsive to feedback, knows customer needs, professional, takes responsibility, problem resolution.*

**Optional questions to answer:**

How does (employee name) determine that customer needs are being met? Are there areas that need more attention? What is the customer’s perception of service provided by (employee name)?

If you are a customer, is s/he responsive to your needs? Does s/he take responsibility to ensure they are met?

**Comments:**

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**Competency: Communication**

*Characteristics: relationships, provides clear direction, encourages communication, express, partnering, political savvy, influencing and negotiating, stakeholder communication, professional communication style, active listening, good oral and written communication skills.*

**Optional questions to answer:**

What is (employee name) primary avenue of communication with staff? Is s/he periodically meeting with employees to share information that will affect them? Does (employee name) maintain a productive working relationship with employees and labor unions? How does s/he recognize employee talents? Is s/he strategically using communication to produce enthusiasm and foster an atmosphere of open exchange and support?

**Comments:**

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**Competency: Leadership**

*Characteristics: integrity, interpersonal skills, group leadership, entrepreneurship, decisiveness, strategic thinking, problem solving, forecasting ability, creativity, flexibility, resilience,, problem solving, mission-clarity, values-driven, outcome focused, vision, accountable.*

**Optional questions to answer:**

What successes did (employee name) have in the past year? What challenges did s/he overcome during the year? How would you assess his or her overall leadership skills? What has (employee name) done to foster leadership in others? Are you aware what s/he has done to bring the DHS Core Values into the workplace?

**Comments:**

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**Competency: Teamwork**

*Characteristics: commitment, knowledge of rules and policies, delegating, motivating, listens, involves others, fosters trust, supports others, reliable and responsible, responds to conflict between team members.*

**Optional questions to answer:**

What is (employee name)'s level of commitment to team tasks and does s/he delegate effectively? Does (employee name) work to create an environment of trust and support within his/ her team? How effective and responsible is (employee name) when dealing with team conflict and similar issues? How effectively does (employee name) coach his/her team?

**Comments:**

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**Competency: Resource Management**

*Characteristics: stewardship, managing people, selects good people, trains and develops employees, coaches, handles conflict, risk management, public policy, quality management, continuous learning, concern for the public trust, uses data and information to make decisions and improve performance.*

**Optional questions to answer:**

Are (employee name) expenditures in line with his/her budget? Is s/he effective at cost control? Does (employee name) have a training program for new employees? Does s/he have a work environment and/or strategy to support continuous on-the-job learning? How available is (employee name) to his/her team? Are there areas in which s/he needs to invest more time and resources to achieve better outcomes?

**Comments:**

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