



Managers Appraisal

Candidate Report

Candidate Name: [CANDIDATE NAME]
Report generated on: [DATE]

About the Assessment:

This assessment is designed to help better understand the strengths and development needs of the Candidate.

Scores

The scores presented on the following pages are calculated as follows:

The answer options in the questionnaire consisted of 5 possible answers. Each answer option was scored as follows:

Answer option	Score
Totally disagree	0
Disagree	33
Agree	67
Totally agree	100
No evidence	Not scored

Wherever groups of scores are presented (e.g. 360 members scores), the individual scores have been averaged across the relevant group of participants. The overall score is an average of all 360 participants including the candidate.

The colour coding in the presentation of scores is as follows:

Scores

Over 85
70 - 85
50 - 70
Less than 50

Gaps

10 or less
10 - 15
15 - 20
>20

Suggestion

Excellent
Room for improvement
Needs attention
Urgent attention required

Overview Results:

The questions asked were grouped into sections. The scores for each statement in each section was tallied and the resulting average used for the overall section score.

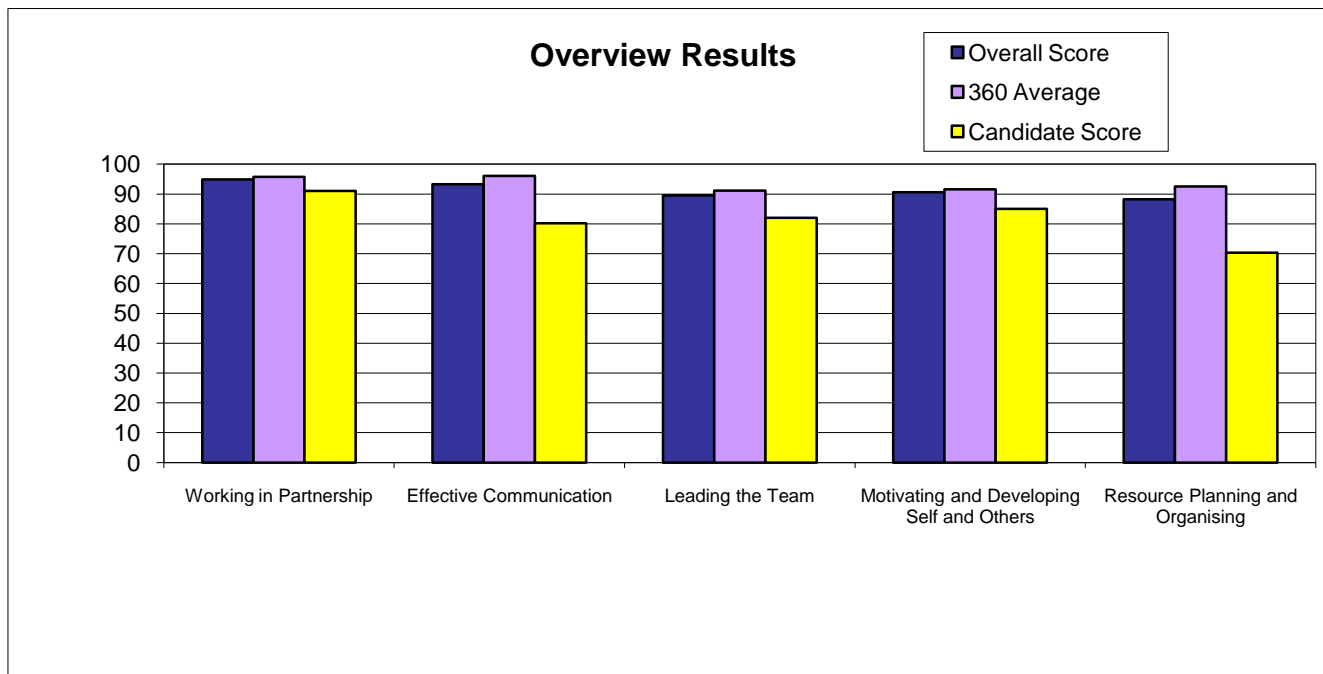
Labels

- OS** - Overall Score
- 360** - Average of all 360 member scores
- C** - Candidates Scores
- Gap** - Gap between 360 average and Candidate scores

Score Key

Excellent
Room for improvement
Needs attention
Urgent attention required
NA (No Evidence Selected)

Section Overview	OS	C	360	Gap
Working in Partnership	95	91	96	-5
Effective Communication	93	80	96	-16
Leading the Team	90	82	91	-9
Motivating and Developing Self and Others	91	85	92	-7
Resource Planning and Organising	88	70	93	-22



Highest and Lowest Scores

The following tables present the highest and lowest scoring individual statements. Scores are based on the overall score.

Labels

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- 360** - Average of all 360 member scores
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- Gap** - Gap between 360 average and Candidate scores

Score Key

Excellent
Room for improvement
Needs attention
Urgent attention required
NA (No Evidence Selected)

Top 5 Statements	OS	C	360	Gap
Develops effective relationships outside of their own team. Is proactive, positive, and professional in their approach to improving and maintaining relationship	100	100	100	0
Has a welcoming, open, informal approach, which puts people at ease in establishing and maintaining one to one relationships to develop trust and credibility	100	100	100	0
Seeks and values everyone's unique ideas and contributions, recognising and valuing people's differences, challenging bias and prejudice in a respectful way	100	100	100	0
Demonstrates fairness and consistency, relentlessly opposing and challenging bias and prejudices. Pro-actively takes action to prevent and stop unwanted behaviour.	100	100	100	0
Is professional, friendly and puts people at ease; creates a team culture that invites and encourages effective two-way communication	100	100	100	0

Bottom 5 statements	OS	C	360	Gap
Continually monitors, reviews and directs individual performance through regular supervision and other means	84	67	87	-20
Harnesses learning from extra curricular activities to develop self and share knowledge with others	80	67	84	-17
Demonstrates an understanding of the key commercial and financial responsibilities relevant to their workplace and for which they are accountable	80	67	84	-17
Presents arguments persuasively with reason and logic, based on factual information and understanding of relevant issues, leading to successful outcomes	78	67	80	-13
Managing own time effectively by being personally well organised and completing tasks through thoughtful planning - enabling the team to do likewise	78	67	80	-13

Detailed Results:

Detailed results are a result of drilling down into the sections assessed to show the scores for individual questions and statements in the assessment. Specific issues can be pinpointed in this way with more detailed investigation.

Labels

- OS** - Overall Score
- 360** - Average of all 360 member scores
- C** - Candidates Scores
- Gap** - Gap between 360 average and Candidate scores

Score Key

Excellent
Room for improvement
Needs attention
Urgent attention required
NA (No Evidence Selected)

Working in Partnership	OS	C	360	Gap
Develops effective relationships outside of their own team. Is proactive, positive, and professional in their approach to improving and maintaining relationship	100	100	100	0
Has a welcoming, open, informal approach, which puts people at ease in establishing and maintaining one to one relationships to develop trust and credibility	100	100	100	0
Shows integrity, sensitivity, respect and an awareness for others' feelings, values, beliefs, traditions and cultures	95	67	100	-33
Seeks and values everyone's unique ideas and contributions, recognising and valuing people's differences, challenging bias and prejudice in a respectful way	100	100	100	0
Demonstrates fairness and consistency, relentlessly opposing and challenging bias and prejudices. Pro-actively takes action to prevent and stop unwanted behaviour.	100	100	100	0
Proactively promotes the purpose, vision and values of the organisation externally; recognising and respecting the values of others	95	100	93	7
Confidently interacts with contacts external to the organisation (i.e. regulators, inspectors, auditors, local authority, friends and family, support services, day centres, etc.); projecting a confident image of the organisation	89	100	87	13
Seeks opportunities to work with others; sharing knowledge, ideas, best practice and experiences to explore better ways of working	95	100	93	7
Builds long-lasting relationships with key people outside the organisation, positively persuading and influencing and contributing to changing views	89	67	93	-26
Promotes activities that effectively remove barriers within and across teams, inside and outside the organisation	89	100	87	13
Is a role model for the organisation and acts as a mentor to individuals within and outside the organisation	93	67	100	-33

Effective Communication	OS	C	360	Gap
Is professional, friendly and puts people at ease; creates a team culture that invites and encourages effective two-way communication	100	100	100	0
Is open, honest and consistent in their dealings with others	95	67	100	-33
Communicates in a way that is clear and accurate, adapting style appropriately to the needs of the listener	95	100	93	7
Involves their team in the free exchange of views and information where people can confidently discuss ideas, concepts and opinions	95	67	100	-33
Communicates important information with tact and diplomacy – deals with good and bad news appropriately	95	67	100	-33
Presents arguments persuasively with reason and logic, based on factual information and understanding of relevant issues, leading to successful outcomes	78	67	80	-13
Networks and liaises with colleagues from other departments within the organisation to keep up to date with best practice, available options and solutions	100	100	100	0
Projects a relevant professional image, acting in an assured manner with conviction that creates confidence in themselves and the organisation	84	67	87	-20
Prepares and gains commitment to organisational goals, policies and processes through positive influence and persuasion	93	67	100	-33
Creates a culture of continuous improvement using appropriate methods for resolving issues and solving problems within and across their teams	100	100	100	0

Leading the Team	OS	C	360	Gap
Is a positive leader role model for those they directly lead by proactively encouraging team and colleagues to "Live our Values."	100	100	100	0
Leads and develops a strong team spirit with a common sense of purpose by setting agreed clear SMART team goals and targets, outlining what is expected from the team and each individual. develops a strong team spirit with a common sense of purpose by setting agreed clear SMART team goals and targets, outlining what is expected from the team and each individual.	87	67	92	-25
Continually monitors and reviews team performance: building on team strengths and taking appropriate action to tackle poor performance or inappropriate behaviour. Positively and proactively tackles conflict within the team honestly, professionally, and openly with team members	84	67	87	-20
Proactively supports an environment where team members are encouraged to make suggestions, share knowledge and best practice, within the team and across teams, to champion better ways of working	89	100	87	13
Recognises, acknowledges and values the contributions of individual team members and the team and builds on suggestions, views and opinions, praising achievements and celebrating success	95	100	93	7
Encourages and involves team members to take ownership and responsibility for their own and team decisions.	84	67	87	-20
Delegates effectively & appropriately to maximise efficiency and to improve skills as part of an individual's development and to enhance the team's skill set	87	67	92	-25
Empowers and coaches individuals to take appropriate responsibility and accountability, enabling them to do their jobs within agreed parameters or to take on additional challenges which stretches them as part of their development	93	100	92	8
Exercises authority appropriately and persuasively, delegating effectively and directing as necessary	89	67	93	-26
Challenges the status quo within the team, creating and managing change effectively	89	67	93	-26
Generates enthusiasm, high morale and positive team spirit, recognising and rewarding appropriately achievements and behaviours that support our values	89	100	87	13

Motivating and Developing Self and Others	OS	C	360	Gap
Remains motivated and focused whilst under pressure to achieve own SMART goals to time, quality and budget	84	67	87	-20
Proactively seeks and uses feedback from others to improve and build on strengths and develop own knowledge	95	67	100	-33
Motivates and supports team members' personal development by using 'Our Way of Working' setting and agreeing SMART development objectives	100	100	100	0
Continually monitors, reviews and directs individual performance through regular supervision and other means	84	67	87	-20
Provides constructive feedback and praise, encouraging individuals to reflect on and identify development areas to meet agreed SMART goals and agreed outcomes	89	67	93	-26
Identifies what motivates individual team members - supports and encourages them to achieve their potential	93	100	92	8
Coaches and supports team members to develop the skills and experience they need to achieve their personal and professional goals.	93	100	92	8
Works with and supports team members to effectively use a range of learning and development methods for self and others and incorporates these in a structured personal development and career plan	92	100	89	11
Creates an environment which allows time for people to develop in their present role or for the future	89	100	87	13
Develops clear training and development plans for the coming year which incorporates plans for future organisational success	89	NA	89	NA
Identifies and develops key individuals across the business as part of a structured succession plan	100	100	100	0
Harnesses learning from extra curricular activities to develop self and share knowledge with others	80	67	84	-17

Resource Planning and Organising	OS	C	360	Gap
Managing own time effectively by being personally well organised and completing tasks through thoughtful planning - enabling the team to do likewise	78	67	80	-13
Understands and identifies what tasks are important and essential against operational requirements, paying attention to detail to ensure the service we give is central to the 'People we Support'	89	67	93	-26
Takes responsibility for results, is action and outcomes orientated, sets the pace by utilising available management information tools to manage resources and ensure successful outcomes. (measures - time, budgets, quality, staff etc.)	87	67	92	-25
Delegates relevant responsibilities and accountability appropriately, enabling individual team members to meet their goals and do their jobs within the agreed parameters	89	67	93	-26
Prepares for and runs effective meetings that are: well managed, (clear agenda, objectives etc); action orientated; and outcomes focused	95	67	100	-33
Plans, prepares and conducts regular performance reviews, provides constructive feedback and agrees appropriate action(s) against agreed SMART goals	92	67	100	-33
Is aware of changes, the impact they have and adapts to these changes to meet the agreed goals and objectives	87	67	92	-25
Demonstrates an understanding of the key commercial and financial responsibilities relevant to their workplace and for which they are accountable	80	67	84	-17
Has a positive and pro-active approach to developing new opportunities for Company and the people we support, constructively challenging the status quo to ensure that opportunities for Company are not lost or overlooked	100	100	100	0
Identifies future requirements, planning boldly, setting stretching goals that will enhance the Company image and brand taking a commercial focus, balancing costs and benefits	87	67	92	-25

Please tell us in your own words how the candidate could be more effective:

Please list the key management strengths as they apply to the candidate: