



**Kelly Kapovskiy**  
**Nilufar Live PA 43**

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**Introduction:**

360 degree feedback is a tool that provides each employee with the opportunity to receive performance feedback from his or her peers, staff, clients and supervisor /manager. Responses are then compared to individual's self assessment.

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**Detailed instructions:**

**The 360 degree appraisal** also provides a powerful insight into the role and employee being appraised. The manager has more information to bring to the appraisal discussion and often the different perceptions stimulate a broader debate. This can also offer insight into any of their work that needs professional development.

You are rated on your performance, by people who know something about you and what you do, therefore making the feedback more meaningful and helpful. Feedback can be obtained from coleagus, managers, clients, peers, in fact anybody whose opinion you respect and who is familiar with you work.

Each of the respondents is asked to complete a questionnaire that allows them to comment on and score an employee. The employee also completes a questinnaire. Replies are rated on a scale of 1-7, 1 being the lowest and 7 the highest.

**For example:** 1-Unacceptable; 2-Very weak; 3-Weak; 4-Satisfactory; 5-Good; 6-Very good;7-Excellent

Ratings given by the employee and the other respondents are then compared and results are produced as follows:

**Self:** this is the rating given by the employee to themselves in answer to the question given e.g. 6 (out of a possible 7).

**Average:** this is the average score of all the responses except that of the employee. It is found by adding all the respondents scores and dividing by the number of responses e.g If 4 responses were given, therefore the average is the total divided by 4.

**Client, peer, manager:** this is the comments and score given by the collaborators.

**GAP self** refers to the difference between the average rating given by others and the rating given by the employee to themselves, e.g. the employee gives himself a score of 6, and his peer's gave a score of 3, therefore the GAP self would be -3.

**GAP overall** is the difference between the overall average rating and the rating from this group of respondents, e.g. the average score is 4.25, the peer gave a rating of 4, therefore the GAP overall is 0.25, i.e. his peers rated the employee slightly less than he rated himself.

**Overall Rating** is the overall rating on the employee's job and skills. All the average scores are added together and then divided by the number of Skills/ Questions to get the overall rating.

If there is a negative score this could mean that your respondents perceive the employee to hold less of the stated quality than the employee and this might mean that is an area which requires attention. A positive score could indicate hidden strengths.

**The list of collaborators who took part in rating and giving comments on the employer:** (There may be some anonymous participants whose names appear in this list)

**Initiator:**

Michael Khofner

**Manager(s):**

Joshua Black

**Client(s):**

Anonymous collaborators - 1

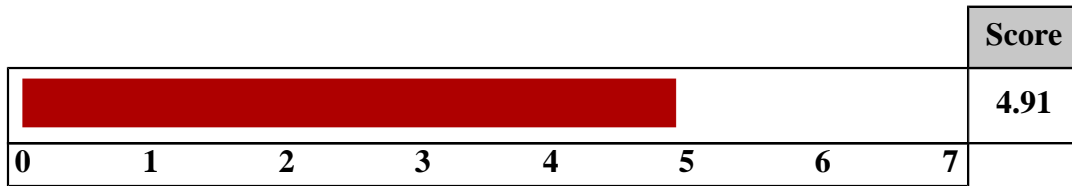
**Peer(s):**

Nelly Barnes

Anonymous collaborators - 1

**Overall rate comparison**

**This review overall rate**



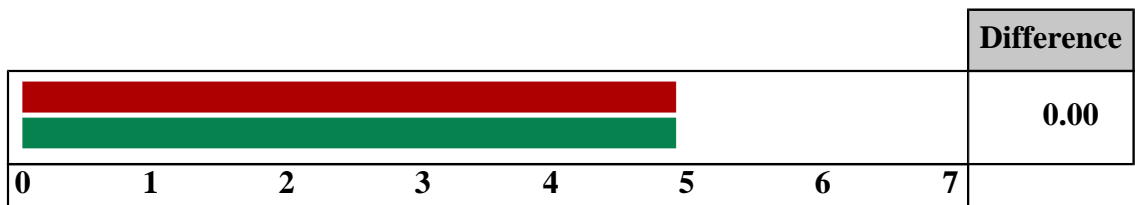
1-Unacceptable; 2-Very weak; 3-Weak; 4-Satisfactory; 5-Good; 6-Very good; 7-Excellent

**Last review overall rate**



1-Unacceptable; 2-Very weak; 3-Weak; 4-Satisfactory; 5-Good; 6-Very good; 7-Excellent

**Comparison of This review and Last review overall rates**



1-Unacceptable; 2-Very weak; 3-Weak; 4-Satisfactory; 5-Good; 6-Very good; 7-Excellent

- This review overall rate
- Last review overall rate

**Rate comparison by skills**

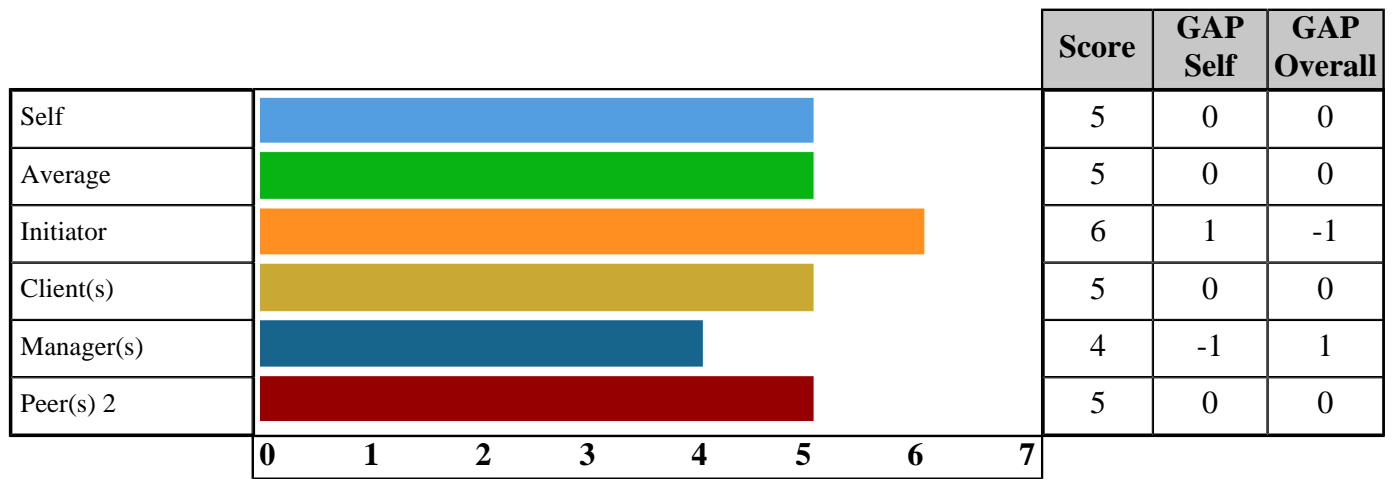
This table compares employees self rates to each skill with average rate given by all collaborators and shows the difference between them. A negative score means that your respondents perceive the employee to hold less of the stated quality than the employee and this might mean that this is an area which requires attention. A positive score could indicate hidden strengths.

Skill Name	Self-assessment	Collaborators average	Difference between Collaborators Average and Self-assessment
	4.86	4.91	0.06
Project Involvement	5.00	5.00	0.00
Results Orientation	5.00	5.60	0.60

Skill Name	Self-assessment	Collaborators average	Difference between Collaborators Average and Self-assessment
		<b>4.86</b>	<b>4.91</b>
<b>Problem Solving</b>	4.00	4.40	0.40
<b>Time Management/Planning</b>	6.00	5.40	-0.60
<b>Team Leadership</b>	6.00	4.75	-1.25
<b>Control</b>	4.00	4.25	0.25
<b>Performance Management</b>	4.00	5.00	1.00

**1. Project Involvement**

Is involved where necessary in a project life, bringing the skills that are needed here.



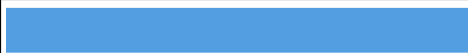





1-Unacceptable; 2-Very weak; 3-Weak; 4-Satisfactory; 5-Good; 6-Very good; 7-Excellent

Comments
<b>Self - Kelly Kapovskiy</b> "I am keen to develop my skills with a view to moving into product management."
<b>Initiator - Nilufar Nurmanova L PA</b> "Kelly is gaining valuable experience in her current programming role and I see her in the future as a junior members of staff, but I am sure in time she will."
<b>Client - Anonymous</b> "Kelly is usually available and performs well her functions in the project."
<b>Manager - Joshua Black</b>

Comments
“Kelly performs her functions well, but she should get involved in more parts of the project.”
<b>Peer - Anonymous</b> “Kelly always does her job on time, and helps her teammates”
<b>Peer - Nelly Barnes</b> “She manages her tasks well, and provides right explanations. ”

## 2.Results Orientation

Demonstrates personal commitment and persistence in achieving goals, will expend the extra effort needed to "get the job done" or meet commitments. Will follow through an action plan and deliver results.







		Score	GAP Self	GAP Overall
Self		5	0	0.6
Average		5.6	0.6	0
Initiator		6	1	-0.4
Client(s)		6	1	-0.4
Manager(s)		4	-1	1.6
Peer(s) 2		6	1	-0.4
	0    1    2    3    4    5    6    7			

1-Unacceptable; 2-Very weak; 3-Weak; 4-Satisfactory; 5-Good; 6-Very good; 7-Excellent

Comments
<b>Self - Kelly Kapovski</b> “I try my best in doing any job, but sometimes I need more time to get the job done ”
<b>Initiator - Nilufar Nurmanova L PA</b> “Kelly is goal oriented, gets job done, results of her work are seen immediately.”
<b>Client - Anonymous</b> “I am well served by this employee, no problems at all, she is goal oriented”
<b>Manager - Joshua Black</b> “She completes small tasks very quickly and very well, but when coming to a larger strategic tasks, and strategic planning, she does not see long term vision of the company”
<b>Peer - Anonymous</b> “She is very committed to what she does ”
<b>Peer - Nelly Barnes</b> “She is committed to her job, and gives 100 percent ”

### 3.Problem Solving

Developing solutions to problems and communicates the decision to others. Listening to all parties, grasping the key points and simplifying complex issues and seeking input from others and can use their own judgement.

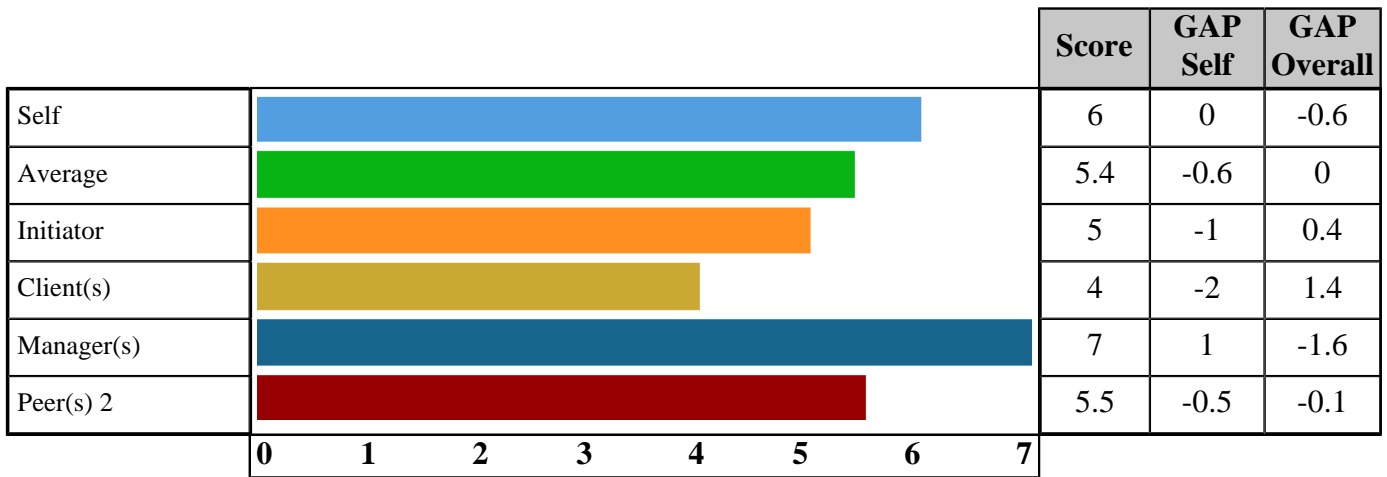
		Score	GAP Self	GAP Overall
Self		4	0	0.4
Average		4.4	0.4	0
Initiator		6	2	-1.6
Client(s)		4	0	0.4
Manager(s)		6	2	-1.6
Peer(s) 2		3	-1	1.4
	<b>0 1 2 3 4 5 6 7</b>			

1-Unacceptable; 2-Very weak; 3-Weak; 4-Satisfactory; 5-Good; 6-Very good; 7-Excellent

Comments
<p><b>Self - Kelly Kapovskiy</b></p> <p>“I am good at problem solving at transactional level, but when it comes to solving project management problems, I need to improve such skills”</p>
<p><b>Initiator - Nilufar Nurmanova L PA</b></p> <p>“Kelly has satisfactory problem solving skills she can handle most of the problems herself, not contacting supervisors”</p>
<p><b>Client - Anonymous</b></p> <p>“Mostly, my problems are well solved by the employee, but in some cases, there have been situations she couldn't handle my requests”</p>
<p><b>Manager - Joshua Black</b></p> <p>“Kelly does not make me much trouble coming to me and asking what should be done in such a situation unlike other employees ”</p>
<p><b>Peer - Anonymous</b></p> <p>“Kelly has some problems with problem solving beyond her skills and expertise. For example, she was in panic and did not know what to do when we had computer problems ”</p>
<p><b>Peer - Nelly Barnes</b></p> <p>“Kelly's problem solving skills could be improved more to technical side of the problems, she needs to be more qualified technically”</p>

### 4.Time Management/Planning

Manages time and resources, of themselves and others, planning and setting of goals, being effective, productive and reliable. Coordinates and cooperates with others. Quality Is attentive to detail and accuracy. Monitors quality levels and owns/acts on quality problems.

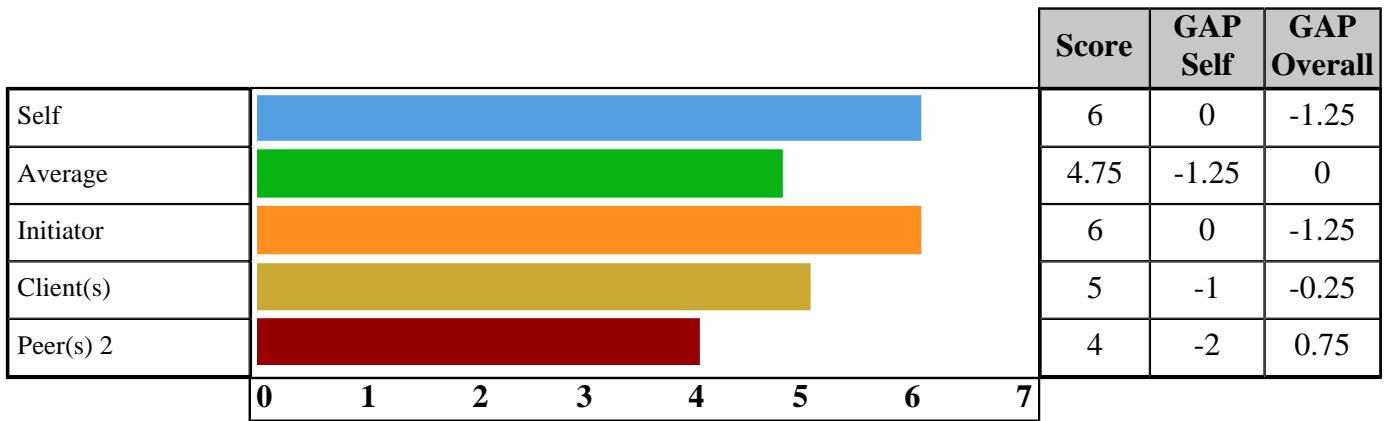


1-Unacceptable; 2-Very weak; 3-Weak; 4-Satisfactory; 5-Good; 6-Very good; 7-Excellent

Comments
<p><b>Self - Kelly Kapovskiy</b>                      “I try to keep my schedule updated, and turn in my tasks on time”</p>
<p><b>Initiator - Nilufar Nurmanova L PA</b>                      “Sometimes Kelly comes to work a bit late, however, time management is not a problem for her ”</p>
<p><b>Manager - Joshua Black</b>                      “I think Kelly has best time management skills in the organization because, I see her constantly updating her plans and task lists, and she always performs her task on time.”</p>
<p><b>Peer - Anonymous</b>                      “Good time management skills, however, she must make use of online project management tools we have ”</p>
<p><b>Peer - Nelly Barnes</b>                      “I did not notice any pitfalls in her time management. She makes best use of the time given ”</p>

### 5.Team Leadership

Provides Leadership and motivation for the team and sets challenging and productive goals. Provides clear and concise roles for team members, motivates and leads through change and adversity. Is a role model for the team. Fosters an attitude of teamwork within the company.



1-Unacceptable; 2-Very weak; 3-Weak; 4-Satisfactory; 5-Good; 6-Very good; 7-Excellent

Comments
<p><b>Self - Kelly Kapovskiy</b></p> <p>“My team leadership skills are above average, because I have been working a lot on managing teams, and I think the fact that we complete projects on time shows this”</p>
<p><b>Initiator - Nilufar Nurmanova L PA</b></p> <p>“Overall, she is a good team leader but she needs to get use of better planning tools like baseline budget shedding and forecasts”</p>
<p><b>Manager - Joshua Black</b></p> <p>“Overall, she is a good team leader but she needs to get use of better planning tools ”</p>
<p><b>Peer - Anonymous</b></p> <p>“Good Leading skills, however, sometimes she needs to improve her listening capabilities and listen to her teammates”</p>
<p><b>Peer - Nelly Barnes</b></p> <p>“Good leader, but needs to improve her listening skills”</p>

## 6.Control

Keeps overall control of a task whilst providing others the appropriate level of independence and lets them take responsibility for their actions.

		Score	GAP Self	GAP Overall
Self		4	0	0.25
Average		4.25	0.25	0
Initiator		5	1	-0.75
Client(s)		4	0	0.25
Manager(s)		4	0	0.25
Peer(s)		4	0	0.25
	<b>0 1 2 3 4 5 6 7</b>			

1-Unacceptable; 2-Very weak; 3-Weak; 4-Satisfactory; 5-Good; 6-Very good; 7-Excellent

Comments
<b>Self - Kelly Kapovskiy</b> “I try to distribute tasks depending on person's knowledge and control their progress”
<b>Initiator - Nilufar Nurmanova L PA</b> “She is really good at responsibility management, gives out every employee their responsibilities and controls everyone's duties”
<b>Manager - Joshua Black</b> “Need to have better control of her team, set realistic deadlines for the projects”
<b>Peer - Anonymous</b> “Good collaboration and hard working skills in any aspect of project management”

### 7. Performance Management

Set up systems to measure results. Applies clear and consistent performance standards, handles performance problems with understanding and allows for room for improvement.

		Score	GAP Self	GAP Overall
Self		4	0	1
Average		5	1	0
Initiator		5	1	0
Client(s)		6	2	-1
Manager(s)		3	-1	2
Peer(s) 2		5.5	1.5	-0.5
	<b>0 1 2 3 4 5 6 7</b>			

1-Unacceptable; 2-Very weak; 3-Weak; 4-Satisfactory; 5-Good; 6-Very good; 7-Excellent

Comments
<p><b>Self - Kelly Kapovskiy</b></p> <p>“I try to manage my own performance but I am bad at managing my team member's performance and handling their performance problems”</p>
<p><b>Initiator - Nilufar Nurmanova L PA</b></p> <p>“Very supportive in understanding performance problems, and can handle performance standards easily ”</p>
<p><b>Client - Anonymous</b></p> <p>“Kelly performs well in the tasks related to me, no problems or comments ”</p>
<p><b>Manager - Joshua Black</b></p> <p>“Very tricky performance problems of the team are not handled. Deadline setting is an issue”</p>
<p><b>Peer - Anonymous</b></p> <p>“Kelly is keen on continuous improvement and perfection of her performance achievements”</p>
<p><b>Peer - Nelly Barnes</b></p> <p>“Kelly is always the best at the work she does, no performance problems ”</p>