**360 DEGREE FEEDBACK**

As part of the performance management process that the CEO is undertaking, Kyeema will use   
360-degree feedback as an additional method of evaluating and appraising performance. The process is anonymous and the findings from the surveys are collated and are presented to the CEO in summary terms by a feedback report.

**INSTRUCTIONS**

As you complete the feedback survey:

* Read each item carefully and select the response that best reflects your opinion.
* Providing comments are an important and useful part of the feedback process.
* Remember, your responses and comments are anonymous and will simply be averaged with other responses received. None of your responses will be attributed to you as an individual.
* Kyeema employees and Board will complete this survey for the purposes of providing constructive feedback to the CEO as one part of the performance review process.
* If you are completing the survey electronically, please save and attach the survey and send to [admin@kyeema.com.au](mailto:admin@kyeema.com.au)
* Surveys may be printed and forwarded to Kyeema administration

**RATING DEFINITIONS**

**EXCEPTIONAL (5):** Consistently exceeds all relevant performance standards. Provides leadership, fosters teamwork, is highly productive, innovative, and responsive and generates top quality work.

**EXCEEDS EXPECTATIONS (4):** Consistently meets and often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, has strong technical & interpersonal skills or has achieved significant improvement in these areas.

**MEETS EXPECTATIONS (3):** Meets all relevant performance standards. Seldom exceeds or falls short of desired results or objectives.

**BELOW EXPECTATIONS (2):** Sometimes meets the performance standards. Seldom exceeds and often falls short of desired results. Performance has declined significantly, or employee has not sustained adequate improvement, as required since the last performance review or performance.

**NEEDS IMPROVEMENT (1):** Consistently falls short of performance standards.

1. **Communication**

5 – Exceptional; 4 – Exceeds Expectations; 3-Meets Expectations, 2 – Below Expectations; 1 – Needs Improvement

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Rating** | | **5** | **4** | **3** | **2** | **1** |
| 1. Communicates effectively and appropriately to staff using clear listening, speaking and writing skills | |  |  |  |  |  |
| 1. Conveys difficult ideas and problems in a way that aids understanding | |  |  |  |  |  |
| 1. Selects and uses appropriate communication techniques | |  |  |  |  |  |
| 1. Listens to others and allows them to make their point | |  |  |  |  |  |
| 1. Supports own comments with logical explanation and sound rationale | |  |  |  |  |  |
| 1. Allows issues to be raised and discussed without fear of reprisal | |  |  |  |  |  |
| 1. Prepares written documents and reports in a clear and concise manner | |  |  |  |  |  |
| **Comments:** |  | | | | | |

1. **Team Building & Relationships**

5 – Exceptional; 4 – Exceeds Expectations; 3-Meets Expectations, 2 – Below Expectations; 1 – Needs Improvement

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Rating** | | **5** | **4** | **3** | **2** | **1** |
| 1. Resolves conflict or potential conflict in a constructive manner | |  |  |  |  |  |
| 1. Gives accurate and fair feedback to employees | |  |  |  |  |  |
| 1. Promotes and protects the team’s creditability & reputation | |  |  |  |  |  |
| 1. Is an effective team player who adds additional skills and contributes valuable ideas, opinions and feedback | |  |  |  |  |  |
| 1. Develops learning and training opportunities for employees | |  |  |  |  |  |
| 1. Avoids hostility when dealing with conflict – remains calm at all times | |  |  |  |  |  |
| 1. Consults with the team on all important issues | |  |  |  |  |  |
| **Comments:** |  | | | | | |

1. **Knowledge of Operational & Strategic Development**

5 – Exceptional; 4 – Exceeds Expectations; 3-Meets Expectations, 2 – Below Expectations; 1 – Needs Improvement

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Rating** | | **5** | **4** | **3** | **2** | **1** |
| 1. Takes a broad, strategic approach to problem solving and decision making | |  |  |  |  |  |
| 1. Considers the long term impact of decisions made today | |  |  |  |  |  |
| 1. Drives the organisation’s/team’s strategic thinking | |  |  |  |  |  |
| 1. Understands the challenges impacting the organisation | |  |  |  |  |  |
| 1. Translates long term strategy into clear current business objectives | |  |  |  |  |  |
| 1. Shares the strategic direction of the organisation with team members | |  |  |  |  |  |
| 1. Takes the human impact of decisions into account | |  |  |  |  |  |
| **Comments:** |  | | | | | |

1. **Leadership**

5 – Exceptional; 4 – Exceeds Expectations; 3-Meets Expectations, 2 – Below Expectations; 1 – Needs Improvement

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Rating** | | **5** | **4** | **3** | **2** | **1** |
| 1. Creates an atmosphere that inspires others to achieve at a higher level | |  |  |  |  |  |
| 1. Recognises employee contributions and ideas | |  |  |  |  |  |
| 1. Effectively persuades others in order to build commitment for ideas | |  |  |  |  |  |
| 1. Brings conflicts into the open for resolution | |  |  |  |  |  |
| 1. Makes a compelling case for own point of view | |  |  |  |  |  |
| 1. Is willing to take an unpopular stand if they believe it is right | |  |  |  |  |  |
| 1. Readily accepts responsibility for own mistakes and sees them as an opportunity for future improvement | |  |  |  |  |  |
| **Comments:** |  | | | | | |

1. **Quality of work/job skills**

5 – Exceptional; 4 – Exceeds Expectations; 3-Meets Expectations, 2 – Below Expectations; 1 – Needs Improvement

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Rating** | | **5** | **4** | **3** | **2** | **1** |
| 1. Has a track record of producing work that is highly accurate and has attention to detail | |  |  |  |  |  |
| 1. Is personally committed to high quality work | |  |  |  |  |  |
| 1. Possesses sufficient job skills and knowledge to perform the job in a competent manner | |  |  |  |  |  |
| 1. Is able to demonstrate skills and knowledge in  day-to-day situations | |  |  |  |  |  |
| 1. Demonstrates a current understanding of knowledge specific to their area of responsibility | |  |  |  |  |  |
| 1. Initiates continuous improvements to work methods | |  |  |  |  |  |
| 1. Possesses obvious enthusiasm and energy | |  |  |  |  |  |
| **Comments:** |  | | | | | |

1. **Honesty, Integrity & Diversity**

5 – Exceptional; 4 – Exceeds Expectations; 3-Meets Expectations, 2 – Below Expectations; 1 – Needs Improvement

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Rating** | | **5** | **4** | **3** | **2** | **1** |
| 1. Knows own strengths and limitations | |  |  |  |  |  |
| 1. Open to feedback and criticism | |  |  |  |  |  |
| 1. Treats others with respect and consideration | |  |  |  |  |  |
| 1. Is seen as an honest, reliable and valuable member of the organisation | |  |  |  |  |  |
| 1. Accepts responsibility for own mistakes | |  |  |  |  |  |
| 1. Avoids bias in attitude or treatment of people | |  |  |  |  |  |
| 1. Is not influenced by friendship considerations when a tough decision is needed | |  |  |  |  |  |
| **Comments:** |  | | | | | |

1. **Management**

5 – Exceptional; 4 – Exceeds Expectations; 3-Meets Expectations, 2 – Below Expectations; 1 – Needs Improvement

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Rating** | | **5** | **4** | **3** | **2** | **1** |
| 1. Manages own time effectively | |  |  |  |  |  |
| 1. Delegates authority; encourages independence | |  |  |  |  |  |
| 1. Holds people accountable and takes actions with  non-performers | |  |  |  |  |  |
| 1. Resolves conflict or potential conflict in a constructive manner | |  |  |  |  |  |
| 1. Manages internal and external relationships to gain acceptance of change | |  |  |  |  |  |
| 1. Identifies and assesses the risk associated with key decisions | |  |  |  |  |  |
| 1. Manages sensitive interpersonal situations effectively | |  |  |  |  |  |
| **Comments:** |  | | | | | |

1. **Innovative thinking**

5 – Exceptional; 4 – Exceeds Expectations; 3-Meets Expectations, 2 – Below Expectations; 1 – Needs Improvement

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Rating** | | **5** | **4** | **3** | **2** | **1** |
| 1. Recognises opportunities and initiates actions to capitalise on them | |  |  |  |  |  |
| 1. Takes a new idea, building support among employees and members and brings ideas to fruition | |  |  |  |  |  |
| 1. Embraces and champions new ideas and encourages others to do likewise | |  |  |  |  |  |
| 1. Recognises and rewards people and teams who are creative and innovative | |  |  |  |  |  |
| 1. Looks for new and innovative approaches that will improve efficiency | |  |  |  |  |  |
| 1. Relates all major activities to a clear long term vision | |  |  |  |  |  |
| **Comments:** |  | | | | | |

1. **Community Development/Relationship management**

5 – Exceptional; 4 – Exceeds Expectations; 3-Meets Expectations, 2 – Below Expectations; 1 – Needs Improvement

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Rating** | | **5** | **4** | **3** | **2** | **1** |
| 1. Demonstrates respect for cultural diversity | |  |  |  |  |  |
| 1. Listens to other people’s perspectives and recognises other points of view and expectations | |  |  |  |  |  |
| 1. Express disagreement or differing points of view in a manner that is non-threatening and that leave open the option of finding some middle ground | |  |  |  |  |  |
| 1. Seeks to build and improve relationships with Kyeema stakeholders – participants, families & staff | |  |  |  |  |  |
| 1. Seeks to build and improve relationships with the broader community | |  |  |  |  |  |
| 1. Readily shares relevant and useful information with Managers, Team Leaders and staff | |  |  |  |  |  |
| 1. Builds rapport easily with a wide range of people | |  |  |  |  |  |
| **Comments:** |  | | | | | |