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Thompson Policy Institute
on Disability

2019 Final Report

Executive Director Leadership Survey

Regional Center of Orange County

Conducted by the Thompson Policy Institute on Disability
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Executive Summary

The survey included 498 questionnaires sent to six constituent groups, and 233 responded for a 46.8% rate of return. All versions of the questionnaire can be found in Exhibit B. Staff were the source of the largest group, representing 78.54% of all returned questionnaires. The other five surveyed groups averaged less than nine responses each (see Table 1). There were 274 narrative responses within the survey, 230 from staff and 44 from the remaining five groups (see Table 4). These narrative responses highly enrich the quantitative results and should be fully read to get a more robust understanding of the perceptions related to RCOC organizational leadership.

Overall, and considering all survey results, RCOC leadership is viewed highly by all constituent groups. The Executive Director received the highest ratings from all groups, while at least one leadership group (Directors) may require some attention. These patterns can be seen in each of the analyses, which add a level of surety to their reliability and the overall validity of this survey process.

We encourage RCOC leadership to review the narrative comments in Exhibit A. Many individuals provided in-depth opinions that appear insightful and may provide guidance for the future. Many of the narrative comments provide specific leader names, so all unedited comments have been placed as an appendix (Exhibit A) to this report.

In the final section of this report, "What Could Be Improved in the Next Executive Director Leadership Survey?" we provide several areas of possible improvement for further iterations of the leadership survey.

Survey Background

In February 2019, Executive Director, Larry Landauer, reached out to the Thompson Policy Institute on Disability (TPI) to conduct a survey evaluating the Regional Center of Orange County (RCOC) Leadership Team. The TPI developed a proprietary questionnaire using the Chapman Qualtrics system, a highly protected and confidential survey software system located on Chapman's redundant servers. All questions were consistent with those used by RCOC in previous leadership surveys.

This final report of the 2019 Executive Director Leadership Survey is a written comprehensive report presented to the RCOC Board on October 24, 2019. A live presentation focusing primarily on the opinions of the Executive Director leadership will be presented to the RCOC Board at their November 7, 2019 meeting. This final report contains a full analysis of responses from staff, supervisors, managers, directors, community members, and board of directors.

Survey Design

All questions were constructed by the RCOC team and formatting was under the design of the TPI working team in collaboration with RCOC leadership (see Exhibit B). There were six respondent groups (see Table 1), and the data from four of these respondent groups are presented in this report. Each respondent group received a separate question set; however, the question variance across the six question sets was minor. Each respondent group was asked for their opinions on the degree to which the RCOC Leadership Team met their performance expectations. Each respondent group only evaluated their leadership up to and including the Executive Director.

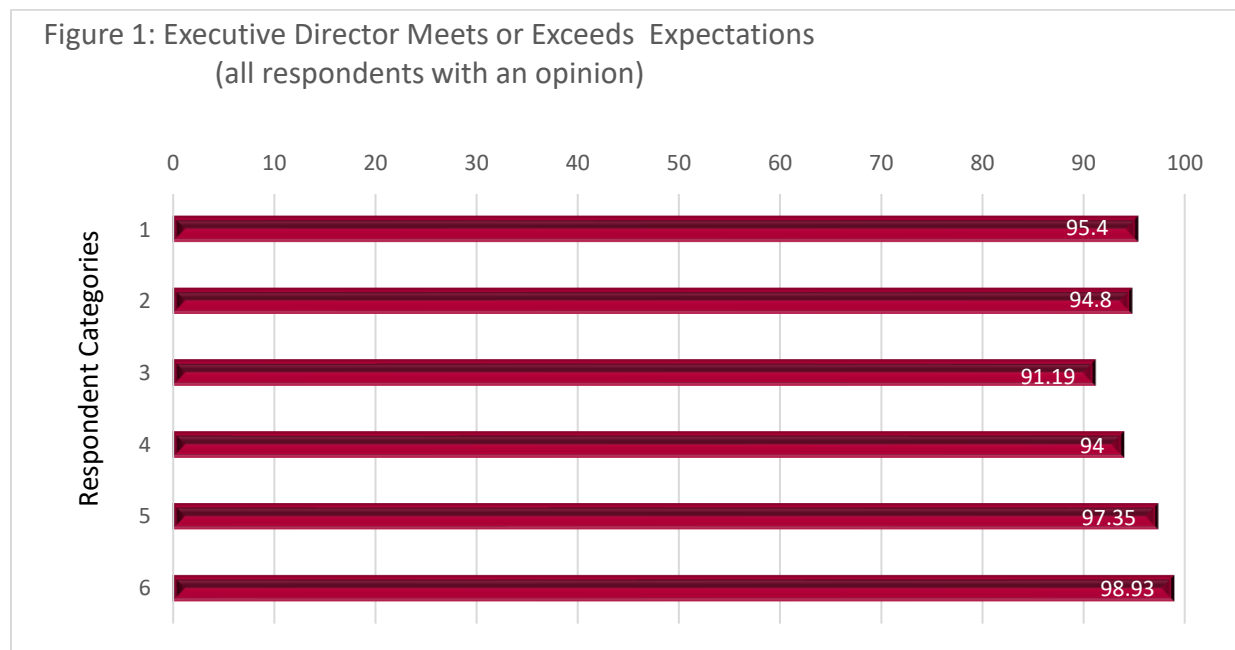
Summary of Results

The survey pool-size ($n = 498$) and rate of return (46.8%) were suitable to take advantage of statistical analysis when considering all respondents and in the respondent category of Staff. All other respondent categories are less robust given their small pool and return rate, so caution should be used in interpreting the statistical outcomes in all other respondent categories (see Table 1). Respondent groups' rate of returns varied from a low of 36.4% in the Community Member category to a high of 83.8% at the Director level, though the total pool for these categories were very small, 33 and 6, respectively. Learning from and understanding the respondent categories with a small number of returned questionnaires will benefit from further analysis of the respondent's narrative responses. The only exception was Directors who added no narrative comments (see Table 4, Exhibit A, and resulting discussion for more information).

Table 1: Overall Survey Response Rates

Respondent Groups	% of total responses	Respondent Count	Questionnaires Sent	Response Rate
Board of Directors	3.43%	6	14	57.1%
Community Members	5.15%	10	33	36.4%
Director	2.15%	5	6	83.3%
Manager	4.29%	10	15	66.6%
Supervisor	6.44%	13	24	62.5%
Staff	78.54%	183	406	45.1%
Total	100%	233	498	46.8%

Figure 1 shows the overall results from all respondent categories, which demonstrate very strong support for the work of the Executive Director. Of the 233 total survey respondents who registered an opinion, 95.16% perceived the Executive Director as meeting or exceeding their expectations. Modest variation did exist among groups with a range of 91.19% to 98.93%. We do advise caution when viewing these responses by individual respondent categories since, except the Staff category, the responses were so small that a single opinion could account for most of the noted variance. Overall, support for the Executive Director was very strong. Some critique was offered and is reported in the narrative responses outlined in this report and more specifically in Exhibit A.



Respondent Category Legend: 1: Staff, 2: Supervisors, 3: Managers, 4: Directors, 5: Community, 6: Board

Managing the “Don’t know/No opinion” responses: Special attention should be given to the “Don’t know/No opinion” response category when evaluating the data. For example, some staff members evaluating the Executive Director may not have had sufficient interaction with him to develop an informed opinion of his leadership. In those cases, the staff member will more often select the “Don’t know/No opinion” response. This can create an artificially low number of responses to the “Meets,” “Exceeds,” or “Fails” categories, thereby creating a misperception that a smaller percentage of respondents perceive the leadership as “Meets,” “Exceeds,” or “Fails to meet expectations.” To avoid the misperception, a new response was added to Table 2a and Figure 1, “Excluding Don’t know/No opinion.” This category reflects the results of those who did have an opinion.

Statistical treatment of the survey data reveals a very strong and positive perception of RCOC leadership. With only a couple exceptions, and taking all respondent groups together, 90% to 99% of survey respondents perceive the RCOC leadership as meeting or exceeding their expectations. Table 2a indicates the strongest ratings were received by the Executive Director followed credibly by the other leadership groups. Table 2b suggests a measurably higher “Fails to meet expectations” rate among Directors. But, unlike the single Executive Director, the category of “Directors” comprises multiple individuals. Note the mean rate of “Fails to meet expectations” for Directors (12.08%) is nearly three times that of the same “Fails to meet expectations” category for the Executive Director (4.22%). Later in this report, the narrative comments supply additional analysis to this quandary.

Tables 2a and 2b reflect overall high-level support for all RCOC leadership groups. In almost every leadership role, those who responded perceived RCOC leaders as effective as measured by “Meeting or Exceeding” their expectations. Only the Managers’ perceptions of Directors leadership (80.36%) fell below the very high support rate of around 90% and higher. Table 2b supports the same positive contentions since the percentage of those feeling RCOC leaders failed to meet their expectations was very low (with the single exception of Directors), with an average of only 5.71% of respondents feeling leadership failed to meet their expectations. The single exception was the perception of Directors who were perceived to have failed to meet expectations an average of 12.08% of the time (which is still nearly an 88% positive rating).

Table 2a: Distribution of Overall Scores by Respondent Categories

	Response Categories	Supervisors	Managers	Directors	Executive Director
Staff (n = 183)	<i>Meets and exceeds expectations</i>	81.53%	82.30%	69.33%	77.38%
	<i>Fails to meet expectations</i>	7.90%	7.32%	8.20%	3.73%
	<i>Don't know/No opinion</i>	10.56%	10.38%	22.48%	18.89%
	<i>Excluding "Don't know/No opinion"¹</i>	91.17%	91.83%	89.42%	95.40%
Supervisors (n = 13)	<i>Meets and exceeds expectations</i>	--	86.46%	83.43%	88.36%
	<i>Fails to meet expectations</i>	--	2.72%	8.97%	4.85%
	<i>Don't know/No opinion</i>	--	10.82%	7.59%	6.80%
	<i>Excluding "Don't know/No opinion"¹</i>	--	96.95%	90.29%	94.80%
Managers (n = 10)	<i>Meets and exceeds expectations</i>	--	--	78.08%	83.75%
	<i>Fails to meet expectations</i>	--	--	19.08%	8.09%
	<i>Don't know/No opinion</i>	--	--	2.84%	8.17%
	<i>Excluding "Don't know/No opinion"¹</i>	--	--	80.36%	91.19%
Directors (n = 5)	<i>Meets and exceeds expectations</i>	--	--	--	94.00%
	<i>Fails to meet expectations</i>	--	--	--	6.00%
	<i>Don't know/No opinion</i>	--	--	--	0%
	<i>Excluding "Don't know/No opinion"¹</i>	--	--	--	94.00%
Community (n = 10)	<i>Meets and exceeds expectations</i>	--	--	--	67.30%
	<i>Fails to meet expectations</i>	--	--	--	1.83%
	<i>Don't know/No opinion</i>	--	--	--	30.87%
	<i>Excluding "Don't know/No opinion"¹</i>	--	--	--	97.35%
Board (n = 6)	<i>Meets and exceeds expectations</i>	--	--	--	77.39%
	<i>Fails to meet expectations</i>	--	--	--	.83%
	<i>Don't know/No opinion</i>	--	--	--	21.78%
	<i>Excluding "Don't know/No opinion"¹</i>	--	--	--	98.93%

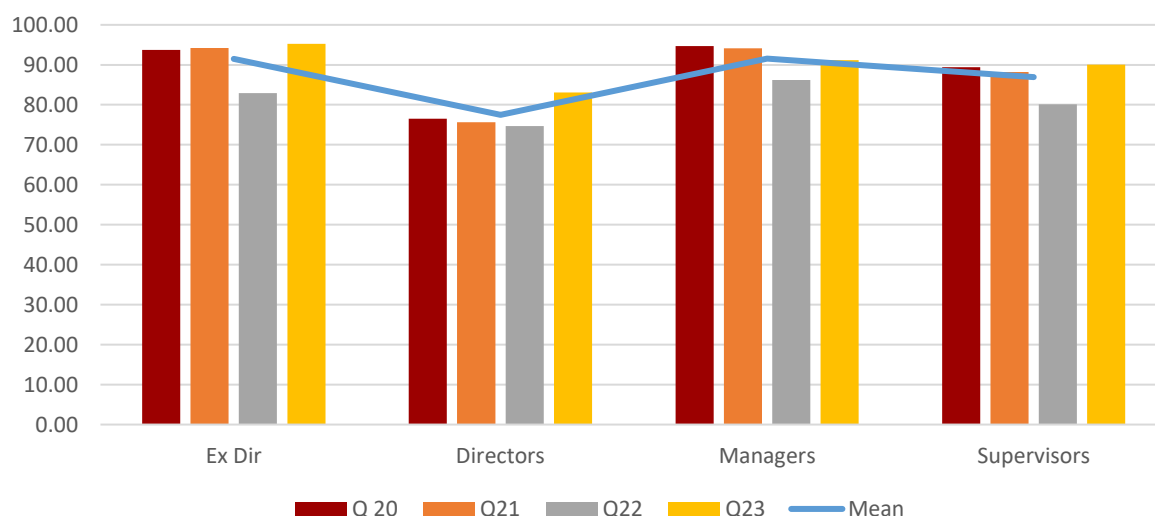
¹ By excluding “Don't know/No opinion,” the reader can more accurately assess the percentage of respondents who did record some opinion, selecting either “Meets expectations,” “Exceeds expectations,” or “Fails to meet expectations.” This allows for a more accurate comparison across all groups and are included above in **bold print**.

Table 2b: Distribution of “Fails to Meet Expectations” by Respondent Categories

Respondent Groups	Supervisors	Managers	Directors	Executive Director
Staff	7.90%	7.32%	8.20%	3.73%
Supervisors	--	2.72%	8.97%	4.85%
Managers	--	--	19.08%	8.09%
Directors	--	--	--	6.00%
Community	--	--	--	1.83%
Board	--	--	--	.83%
Average “Fail” Rating	7.90%	5.02%	12.08%	4.22%

Responses to Yes/No Questions: In the questionnaire, four dichotomous (Yes/No) questions were asked of each respondent group. Overall, the results are consistent with both the numerical and narrative data. The scores are viewed as generally favorable since the total survey responders indicated high agreement (Yes) to the four values questions. The Executive Director and Managers received the highest mean scores from all respondent groups—91.52% and 91.56%, respectively. Directors received the lowest mean scores across all respondent groups (77.48% positive scores), as seen in Figure 2.

Figure 2: Mean scores of all respondent groups on the four Yes/No questions (percent Yes responses)



The four dichotomous questions are posted below with their corresponding mean scores and are presented in greater detail in Figure 2. Three of the four questions were rates as “Yes” 88% or more of the time in three of the four questions. Question 3 was an outlier in that fewer respondents seemed to perceive this question as true in the organization. Since Question 3 is the only question on people feeling safe to admit a mistake, it may be wise to investigate this sense among employees further. While Question 3 received the lowest scores of the four questions across all leadership groups, Directors received the lowest mean score in this area, 74.68%, well below the mean score of 80.99% of all groups.

- | | |
|--|--------|
| 1. Do you respect the following personnel for counsel and advice? | 88.60% |
| 2. Do your peers think of the following personnel as a leader? | 88.02% |
| 3. Is it safe to admit to the following personnel that you have made a mistake or failed at something? | 80.99% |
| 4. Do the following personnel encourage individuals to improve their knowledge and abilities? | 89.91% |

Subcategories

In addition to the Overall Perceptions discussed above, the questionnaire also gathered quantitative measures on five subcategories: Leadership, Vision, Problem Solving, Communication, and Customer Focus. Table 3 shows the percentage of “Meets or Exceeds” responses by each of these leadership subcategories. It is important to note that, unlike Table 2a, Table 3 includes the raw score averages. This means they include the “Don’t know/No opinion” responses. As mentioned earlier, this fourth response option can artificially deflate the percentage of “Meets or Exceeds” opinions.

The percentages in Table 3 can be used to compare the variance across the leadership subcategories within each respondent group. For example, Staff perceive the Executive Director’s Vision higher (81.40%) than they do his Problem Solving (72.93%). In this case, this larger variance is understandable since a staff member is more likely to see Vision of the organization but may not necessarily have an opportunity to observe daily problem solving at the Executive Director level.

Table 3: Percentage of “Meets or Exceeds” Responses by Leadership Subcategories

Respondent Group (n)	Mean Score %	Leadership Subcategories				
		Leadership	Vision	Problem Solving	Communication	Customer Focus
Staff (183)						
Executive Director	77.38	79.88	81.40	72.93	78.40	74.29
Director	69.33	69.71	73.00	66.72	69.68	67.27
Manager	82.30	83.93	82.75	79.29	82.99	82.53
Supervisor	81.53	82.89	80.62	80.03	80.18	83.94
Supervisors (13)						
Executive Director	88.36	89.23	94.87	84.61	88.46	84.61
Director	83.43	87.69	85.00	80.77	76.93	87.18
Manager	86.46	86.16	87.18	84.61	84.62	89.74
Managers (10)						
Executive Director	83.75	88.00	99.00	83.33	72.22	85.18
Director	78.08	78.00	80.00	80.55	77.77	74.07
Director (5)						
Executive Director	94.00	100.00	80.00	100.00	90.00	94.00
Community (10)						
Executive Director	67.30	74.00	53.33	80.00	62.50	66.67
Board (6)						
Executive Director	77.39	80.00	77.78	66.67	79.16	83.33

Note. This table includes responses with “Don’t know/No opinion” and thus reflects smaller mean scores.

In total, Staff perceptions of the RCOC Leadership Team, Executive Director, Directors, Managers, and Supervisors reflect a consistent pattern across all leadership categories. More prominent variance exists in the perceptions of other respondent groups, but, once again, the number of respondents is so low in these groups that statistical analysis among subcategories is nearly meaningless since they are so highly impacted by a single respondent opinion.

Narrative Response Analysis

Note: “Exhibit A” includes all narrative unedited comments, and in a few cases, specific names were used by the respondents. Please use discretion when distributing this full report, specifically Exhibit A.

Each participant group was asked to provide an open-ended response to two question prompts. If the respondent was asked to comment on multiple leadership categories, such as Managers and Directors, then Question 1 (Q1) would be asked for each leadership category. However, regardless of the number of leadership categories the respondent was asked to comment upon, each respondent was asked only once for their General Comments (Q2).

Q1: Please share any comments on how the following personnel have demonstrated abilities in the areas above or how they could be improved. Describe examples when possible.

Q2: General Comments

There were 215 narrative responses related to individual leadership roles, with 59 additional general comments for a total of 274 narrative responses. Table 4 provides a breakdown of the responses per commenter and leadership category. Overall, the comments reflect the same high level of support for RCOC leadership; however, there were comments that gave suggestions for further direction and for immediate change. Some of these comments are reflected in the Emerging Themes section, and all specific comments can be seen in Exhibit A.

Table 4: Number of Narrative Responses Per Question Prompt

	Total Responses	Q1	Q2				
		General	Executive Director	Director	Manager	Supervisor	Staff
Staff	230	46	5	54	66	59	--
Supervisor	17	3	5	4	5	--	--
Manager	11	3	4	4	--	--	--
Director	0	0	0	--	--	--	--
Community	11	5	6	--	--	--	--
Board	5	2	3	--	--	--	--
Total	274	59	23	62	71	59	--

The preponderance of narrative responses came from staff members, representing 84% (230 of 274) of all narrative responses. Board of Directors, Community Members, Directors, Managers, and Supervisors contributed a total of 18 comments on the leadership performance of the Executive Director.

Emerging Themes From Narrative Comments

Comments from the Board (5), Community (11), Directors (0), Managers, (11) and Supervisors (17) are convincingly positive, often adulatory to their organization's leaders. Minor themes, meaning two or three references, suggest the Executive Director could benefit from increased interaction with the leadership team. All other categories are complex to assess since they refer to a leadership category, like Directors, rather than a specific individual. It is recommended that individual comments in Exhibit A be read in their entirety to get full value from one individual comment that may be well thought out but that is not necessarily reflected in any theme.

Staff comments are plentiful, and themes are evident. RCOE is fortunate to have Staff that are so willing to express their opinions, mostly in a positive and constructive form. This likely is reflective of a trusting professional environment.

As mentioned prior, many comments refer to a job category that is held by multiple individuals. As such, some themes can only be developed based on a leadership category rather than any individual. Perceptions of the Executive Director are the exception.

Staff Comments on the Executive Director (5 comments)

Four of the five comments are short and positive. One is a very lengthy response, over 1,500 words. It is suggested that this response be reviewed carefully. It is not necessarily a rant; it is as much a well thought out narrative related to several topics related to RCOE leadership and operations. There may be a couple actionable items here worth noting.

Staff Comments on the Directors (54 comments)

There are countering themes here. Comments are split in two major groups. Many feel supported and positive about the Director(s) to whom they are referring, such as, "Very supportive and understanding, provides assist when needed, really wants to help staff succeed." The other more dominant theme is much less positive. Comments like, "Dictatorship style has greatly impacted the morale," and "[the Director] . . . could be more sensitive to people in general," and "[the Director] can be a little more professional when it comes to the comments that [X] makes at area meetings." Some Staff suggest they are not even sure who their Director is, and others suggest favoritism in decision making by Directors. While there is clearly a division of opinions, this variance seems less about different opinions of Staff and Directors and more that Staff perceive some Directors as more supportive and professional than others.

Staff Comments on the Managers (66 comments)

This is likely the most diverse set of opinions. While we are not able to comment on specific names, a review of Staff comments about Managers can help the reader pinpoint specific managers, if desired. Often specific Managers are mentioned by name or by identifying titles. There are ample affirming comments, such as, "I feel respected by her and she makes me a better...", "Works with staff to resolve issues and concerns," "Kind hearted," "Encourages wellness of staff, family friendly environment, and open-door policy," and "Respectful and realistic."

On the other hand, several Staff commented that some Managers are "unapproachable" and suggest they are very inconsistent with how they treat various staff members. Or worse, "[X] leads by scare tactics, name calling, badgering, yelling, and patronizing . . . staff." These are not isolated comments and generally seem to reflect a less-than-positive work environment for many Staff members.

Staff Comments on the Supervisors (59 comments)

Staff perceive Supervisors in a very positive way. While some Staff have moderate critique of their Supervisor, no real theme is apparent. Not as a negative critique, and almost in a sensitive acknowledgment, many Staff feel high caseloads force Supervisors to be less available than they prefer. Overall, Supervisors seem to be considered highly supportive of Staff.

Staff General Comments (46 comments)

Once again, comments are generally positive but clear themes directed at improvement do exist. Caseloads are perceived to be too high. Many suggest that, to do a good job, one has to work far more than 40 hours per week. Others talk about burnout and need better mental health support. More than a couple times, specific comments are made regarding disrespectful treatment by one or more leaders in the Manager and Director roles. Reading the raw comments in Exhibit A can shed additional light on this important matter. High caseloads alone can lead to stress, and a feeling of being disrespected can worsen such a perception.

Overall Results

The statistical survey results reveal that, overall, survey respondents perceive RCOC leadership as meeting or exceeding their expectations. In fact, an average of 92.66% of all survey respondents, across all categories, perceive RCOC leadership as meeting or exceeding their expectations. The narrative comments appear to support this high level of support. That said, there is much to learn about improving some leadership roles and functions at RCOC through careful review of the open-ended comments (see Exhibit A).

Before we go a little deeper into the data, it is important to again note that the low numbers of respondents in all categories, except Staff, make statistical analysis of the responses from Supervisors, Managers, Directors, Community Members, and Board of Directors uncertain, or at least incomplete, since one or two respondents can seriously skew the results. Adding an analysis of the narrative supplies greater clarity, but, as expected, areas with low respondent counts also yielded low numbers of comments. The larger group, Staff, is statistically sound and is backed by rich and comprehensive narrative. This does not mean the opinions of all other groups are not valuable to RCOC; on the contrary, some clear patterns emerge. It is, however, important not to overgeneralize the non-staff outcomes of this survey.

Of the many numbers and thematic opinions presented in this report, Table 2b: Distribution of “Fail to Meet Expectations” by Respondent Categories may be the most summative in capturing the perceptions of effectiveness of RCOC leadership. Within the survey design, only four responses are possible: “Exceeds expectations,” “Meets expectations,” “Fails to meet expectations,” and “Don’t know/No opinion.” Since we often combine the first two categories as a measure of perceived goodness, “Fails to meet expectations” becomes the conceptual counterweight. That is, “Fails” becomes the only unacceptable response possible. Table 2b shows the distribution and mean “Fail” scores across every set of possible responses. Two points emerge as good indicators of the survey results. First, and most eye catching, is the very low “Fail” rate, and thus the very high approval rate, in all categories when referring to the Executive Director. Across all respondent groups, the Executive Director is perceived to have “Failed to meet expectations” by only 4.22% across all questions and categories. Said another way, the Executive Director is perceived by 95.78% of the surveyed RCOC employees, Board of Directors, and Community Members as meeting or exceeding their expectations of performance across all 19 subcategory measures.

The second revelation in Table 2b is less positive and indicates that the highest perceived “Fail to meet expectations” (12.08%) is attributed to Directors. However, as is pointed out in the narrative summary, the disapproval toward Directors appears to be isolated to one or two individuals. A review of the raw comments in “Exhibit A” may shed some light on this matter.

What Could Be Improved in the Next Executive Director Leadership Survey?

- Modify the current name of the survey to reflect all RCOC leadership staff, such as RCOC Leadership Survey, as opposed to the Executive Director Leadership Survey.
- Encourage RCOC personnel to complete the survey to increase the overall response rate. Some agencies find incentivizing personnel to respond can significantly increase response rate.
- Review the advantages and disadvantages of using the “Don’t know/No opinion” category since respondents may be using this choice as a default instead of critically reflecting and analyzing on the questions asked. Differentiating between “Don’t know” and “No opinion” may also yield a change of responses. We would be happy to discuss a more robust rating scale with you, as well as ways to compare survey results of former years with the new scale.
- Consider modifying the format of the survey to allow for additional opportunities for respondents to explain or provide input related to the subcategories.
- Find ways to increase the Community respondent pool to create a larger response rate. Or, change the method of opinion gathering from questionnaire to personal interviews conducted by a third party. Community members and partners are the second most critical group to assess RCOC effectiveness (next to consumers of RCOC services).
- While there is not an evaluation of the Associate Director, that position is often referenced under the Director role. If this is a higher level position, it should be identified specifically to gain clarity on the Directors’ role.
- Improve protocol and instrument design: Low response rate (percentage of those responding) and low pool rate (the number being asked to respond to the questionnaire) play a significant role in the usefulness of the survey results. Slight changes and increased effort could allow for a much more robust survey outcome.

2019 Executive Director Leadership Survey Questionnaires

Questionnaires were sent electronically to six different constituent groups, staff, supervisors, managers, directors, community members and board members. While the majority of the questions were the same, some variation did exist across these groups. As such, there are six versions of the questionnaire and each is included below. This exhibit is 66 pages.

Start of Block: Default Question Block

Q1

Dear RCOC Staff:

RCOC'S Board of Directors requires that a biennial leadership survey to be completed to identify our organization's strengths as well as areas for improvement. Your feedback will help supervisors, managers and directors, including myself, in the development of improvement plans.

The survey is anonymous. It will take approximately 15 minutes to complete each survey. Please complete the survey by midnight on August 30, 2019. Once the survey has closed, the responses will be analyzed and summary reports will be prepared for the Board of Directors.

Thank you for your participation and continuing service to RCOC.

Larry Landauer
Executive Director

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Q3 What is your role at RCOC?

- Board of Directors (7)
 - Community Members (8)
 - Director (2)
 - Manager (3)
 - Supervisor (5)
 - Staff (6)
-

Q52 Please complete this survey for the RCOC Leadership. Indicate the level of performance for each ability listed below on a 4- point rating scale: Fails to Meet Expectations, Meets Expectations, Exceeds Expectations or Don't know/No opinion.

End of Block: Default Question Block

Start of Block: Staff Block

Q53 Part I: Leadership: Ability to work with people to build morale & group commitment to goals/objectives.

1. Inspires confidence and enthusiasm in staff.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No Opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q74 2. Demonstrates ethical behaviors and attitudes appropriate for a leader.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q54 3. Works effectively with staff on strategic issues.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q75 4. Delegates authority to achieve agency goals.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q77 5. Shows concern for staff well-being.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Q55 Vision: The ability to plan objectives or goals for agency improvement.

6. Develops and communicates plans and objectives for the agency and its departments.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q78 7. Engages staff in the agency mission, guiding principles, and strategic decisions.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q79 8. Ensures that staff understand their individual objectives and their role.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q56 Problem Solving: Ability to make decisions and solve problems effectively to improve situations.

9. Makes decisions consistent with agency mission, guiding principles and strategic directions.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q80 10. Shares decision-making processes; identifies facts and considerations that lead to a decision.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q81 11. Proposes strategies that encourage the effective and efficient use of resources.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q82 12. Seeks to resolve differences and conflicts in a mutually acceptable, fair, and constructive manner.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q57

Communication Skills: Ability to listen as well as speak and focus on people in a positive manner.

13. Appropriately shares information.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q58 14. Communicates frequently and effectively with staff.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q83 15. Communicates effectively in both written and verbal form.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q84 16. Facilitates interdepartmental communication.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q59 Customer Focus: Ability to balance and align objectives with RCOC's mission and consumer needs.

17. Evidences a constant concern for the needs of persons served and their well-being in actions and attitudes.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q60 18. Works with staff to identify the current needs of persons served.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q85 19. Works with staff to anticipate the future needs of persons served.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q61 Part II: General Questions

Please indicate your response by selecting Yes or No to the following questions.

20. Do you respect the following personnel for counsel and advice?

	Yes (4)	No (5)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>

Q97 21. Do your peers think of the following personnel as a leader?

	Yes (1)	No (2)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>

Q98 22. Is it safe to admit to the following personnel that you have made a mistake or failed at something?

	Yes (1)	No (2)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>

Q99 23. Do the following personnel encourage individuals to improve their knowledge and abilities?

	Yes (1)	No (2)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>
Supervisor (4)	<input type="radio"/>	<input type="radio"/>

Q62 Please share any comments on how the following personnel have demonstrated abilities in the areas above or how they could improve them. Describe examples when possible. **24. Executive Director**

Q100 25. Director

Q101 26. Manager

Q102 27. Supervisor

Q63 General Comments

End of Block: Staff Block

Start of Block: Director Block

Q29 Part I: Leadership: Ability to work with people to build morale & group commitment to goals/objectives.

1. Inspires confidence and enthusiasm in staff.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q30

2. Demonstrates ethical behaviors and attitudes appropriate for a leader.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q86 3. Works effectively with staff on strategic issues.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q87 4. Delegates authority to achieve agency goals.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q88 5. Shows concern for staff well-being.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q31 Vision: The ability to plan objectives or goals for agency improvement.

6. Develops and communicates plans and objectives for the agency and its departments.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q89 7. Engages staff in the agency mission, guiding principles and strategic directions.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q90 8. Ensures that staff understand their individual objectives and their role.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q32 Problem Solving: Ability to make decisions and solve problems effectively to improve situations.

9. Makes decisions consistent with agency mission, guiding principles and strategic directions.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q91 10. Shares decision-making processes; identifies facts and considerations that lead to a decision.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q92 11. Proposes strategies that encourage the effective and efficient use of resources.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q93 12. Seeks to resolve differences and conflicts in a mutually acceptable, fair, and constructive manner.

	Fails to Meet Expectation (1)	Meet Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q33

Communication Skills: Ability to listen as well as speak and focus on people in a positive manner.

13. Appropriately shares information.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q34 14. Communicates frequently and effectively with staff.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q94 15. Communicates effectively in both written and verbal form.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q95 16. Facilitates interdepartmental communication.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q35 Customer Focus: Ability to balance and align objectives with RCOC's mission and consumer needs.

17. Evidences a constant concern for needs of persons served and their well-being.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q36 18. Works with staff to identify the current needs of persons served.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q96 19. Works with staff to anticipate the future needs of persons served.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q37 Part II: General Questions

Please indicate your response by selecting Yes or No to the following question.

20. Do you respect the following personnel for counsel and advice?

	Yes (4)	No (5)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>

Q103 21. Do your peers think of the following personnel as a leader?

	Yes (5)	No (6)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>

Q104 22. Is it safe to admit to the following personnel that you have made a mistake or failed at something?

	Yes (1)	No (2)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>

Q105 23. Do the following personnel encourage individuals to improve their knowledge and abilities?

	Yes (1)	No (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>

Q38 Please share any comments on how the following personnel have demonstrated abilities in the areas above or how they could be improved. Describe examples when possible. 24.
Executive Director

Q39 General Comments

End of Block: Director Block

Start of Block: Manager Block

Q18 Part I: Leadership: Ability to work with people to build morale & group commitment to goals/objectives.

1. Inspires confidence and enthusiasm in staff.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q19

2. Demonstrates ethical behaviors and attitudes appropriate for a leader.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q106 3. Works effectively with staff on strategic issues.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (4)	Don't know/No opinion (5)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q107 4. Delegates authority to achieve agency goals.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q108 5. Shows concern for staff well-being.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q20 Vision: The ability to plan objectives or goals for agency improvement.

6. Develops and communicates plans and objectives for the agency and its departments.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q109 **7. Engages staff in the agency mission, guiding principles and strategic directions.**

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (4)	Don't know/No opinion (5)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q110 **8. Ensures that staff understand their individual objectives and their role.**

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q21 Problem Solving: Ability to make decisions and solve problems effectively to improve situations.

9. Makes decisions consistent with agency mission, guiding principles and strategic directions.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q111 10. Shared decision-making processes; identifies facts and considerations that lead to a decision.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q112 11. Proposes strategies that encourage the effective and efficient use of resources.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q113 12. Seeks to solve differences and conflicts in a mutually acceptable, fair, and constructive manner.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q22

Communication Skills: Ability to listen as well as speak and focus on people in a positive manner.

13. Appropriately shares information.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q23 14. Communicates frequently and effectively with staff.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q114 15. Communicates effectively in both written and verbal form.

	Fails to Meet Expectations (1)	Meet Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q115 16. Facilitates interdepartmental communication.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q24 Customer Focus: Ability to balance and align objectives with RCOC's mission and consumer needs.

17. Evidences a constant concern for the needs of persons served and their well-being.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q25 18. Works with staff to identify the current needs of persons served.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q116 19. Works with staff to anticipate the future needs of persons served.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q26 Part II: General Questions

Please indicate your response by selecting Yes or No to the following question.

20. Do you respect the following personnel for counsel and advice?

	Yes (4)	No (5)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>

Q117 21. Do your peers think of the following personnel as a leader?

	Yes (1)	No (2)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>

Q118 22. Is it safe to admit to the following personnel that you have made a mistake or failed at something?

	Yes (1)	No (2)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>

Q119 23. Do the following personnel encourage individuals to improve their knowledge and abilities?

	Yes (1)	No (2)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>

Q27 Please share any comments on how the following personnel have demonstrated abilities in the areas above or how they could improve them. Describe examples when possible. 24. Executive Director

Q120 25. Director

Q28 26. General Comments

End of Block: Manager Block

Start of Block: Supervisor Block

Q4 Part I: Leadership: Ability to work with people to build morale & group commitment to goals/objectives.

1. Inspires confidence and enthusiasm in staff.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q5

2. Demonstrates ethical behaviors and attitudes appropriate for a leader.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q122 3. Works effectively with staff on strategic issues.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q123 4. Delegates authority to achieve agency goals.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q124 5. Shows concern for staff well-being.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q6 Vision: The ability to plan objectives or goals for agency improvement.

6. Develops and communicates plans and objectives for the agency and its departments.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q125 7. Engages staff in the agency mission, guiding principles and strategic directions.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q126 8. Ensures that staff understand their individual objectives and their role.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q7 Problem Solving: Ability to make decisions and solve problems effectively to improve situations.

9. Makes decisions consistent with agency mission, guiding principles and strategic directions.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q127 10. Shares decision-making processes; identifies facts and considerations that lead to a decision.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q128 11. Proposes strategies that encourage the effective and efficient use of resources.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q129 12. Seeks to resolve differences and conflicts in a mutually unacceptable, fair, and constructive manner.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q8

Communication Skills: Ability to listen as well as speak and focus on people in a positive manner.

13. Appropriately shares information.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9 14. Communicates frequently and effectively with staff.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q130 15. Communicates effectively in both written and verbal form.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q131 16. Facilitates interdepartmental communication.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q10 Customer Focus: Ability to balance and align objectives with RCOC's mission and consumer needs.

17. Evidences a constant concern for needs of the persons served and their well-being.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q11 18. Works with staff to identify the current needs of persons served.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q132 19. Works with staff to anticipate the future needs of persons served.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q12 Part II: General Questions

Please indicate your response by selecting Yes or No to the following question.

20. Do you respect the following personnel for counsel and advice?

	Yes (4)	No (5)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>

Q133 21. Do your peers think of the following personnel as a leader?

	Yes (1)	No (2)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>

Q134 22. Is it safe to admit to the following personnel that you have made a mistake or failed at something?

	Yes (1)	No (2)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>

Q135 23. Do the following personnel encourage individuals to improve their knowledge and abilities?

	Yes (1)	No (2)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>
Director (2)	<input type="radio"/>	<input type="radio"/>
Manager (3)	<input type="radio"/>	<input type="radio"/>

Q13 Please share any comments on how the following personnel have demonstrated abilities in the areas above or how they could improve them. Describe examples when possible. 24.
Executive Director

Q136 25. Director

Q137 26. Manager

Q14 General Comments

End of Block: Supervisor Block

Start of Block: Community Members

Q163 Part I: Leadership: Ability to work with people to build morale & group commitment to goals/objectives.

1. Inspires confidence and enthusiasm in staff.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q164

2. Demonstrates ethical behaviors and attitudes appropriate for a leader.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q165 3. Works effectively with staff on strategic issues.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q166 4. Delegates authority to achieve agency goals.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q167 5. Shows concern for staff well-being.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q168 Vision: The ability to plan objectives or goals for agency improvement.

6. Develops and communicates plans and objectives for the agency and its departments.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q169 7. Engages staff in the agency mission, guiding principles and strategic directions.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q170 8. Ensures that staff understand their individual objectives and their role.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q171 Problem Solving: Ability to make decisions and solve problems effectively to improve situations.

9. Makes decisions consistent with agency mission, guiding principles and strategic directions.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q172 10. Shares decision-making processes; identifies facts and considerations that lead to a decision.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q173 11. Proposes strategies that encourage the effective and efficient use of resources.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q174 12. Seeks to resolve differences and conflicts in a mutually acceptable, fair, and constructive manner.

	Fails to Meet Expectation (1)	Meet Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q175

Communication Skills: Ability to listen as well as speak and focus on people in a positive manner.

13. Appropriately shares information.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q176 14. Communicates frequently and effectively with staff.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q177 15. Communicates effectively in both written and verbal form.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q178 16. Facilitates interdepartmental communication.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q179 Customer Focus: Ability to balance and align objectives with RCOC's mission and consumer needs.

17. Evidences a constant concern for needs of persons served and their well-being.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q180 18. Works with staff to identify the current needs of persons served.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q181 19. Works with staff to anticipate the future needs of persons served.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q182 Part II: General Questions

Please indicate your response by selecting Yes or No to the following question.

20. Do you respect the following personnel for counsel and advice?

	Yes (4)	No (5)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>

Q183 21. Do your peers think of the following personnel as a leader?

	Yes (5)	No (6)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>

Q184 22. Is it safe to admit to the following personnel that you have made a mistake or failed at something?

	Yes (1)	No (2)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>

Q185 23. Do the following personnel encourage individuals to improve their knowledge and abilities?

	Yes (1)	No (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>

Q186 Please share any comments on how the following personnel have demonstrated abilities in the areas above or how they could be improved. Describe examples when possible. 24.
Executive Director

Q187 General Comments

End of Block: Community Members

Start of Block: Board of Directors

Q138 Part I: Leadership: Ability to work with people to build morale & group commitment to goals/objectives.

1. Inspires confidence and enthusiasm in staff.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q139

2. Demonstrates ethical behaviors and attitudes appropriate for a leader.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q140 3. Works effectively with staff on strategic issues.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q141 4. Delegates authority to achieve agency goals.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q142 5. Shows concern for staff well-being.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q143 Vision: The ability to plan objectives or goals for agency improvement.

6. Develops and communicates plans and objectives for the agency and its departments.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q144 7. Engages staff in the agency mission, guiding principles and strategic directions.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q145 8. Ensures that staff understand their individual objectives and their role.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q146 Problem Solving: Ability to make decisions and solve problems effectively to improve situations.

9. Makes decisions consistent with agency mission, guiding principles and strategic directions.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q147 10. Shares decision-making processes; identifies facts and considerations that lead to a decision.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q148 11. Proposes strategies that encourage the effective and efficient use of resources.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q149 12. Seeks to resolve differences and conflicts in a mutually acceptable, fair, and constructive manner.

	Fails to Meet Expectation (1)	Meet Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q150

Communication Skills: Ability to listen as well as speak and focus on people in a positive manner.

13. Appropriately shares information.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q151 14. Communicates frequently and effectively with staff.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q152 15. Communicates effectively in both written and verbal form.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q153 16. Facilitates interdepartmental communication.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q154 Customer Focus: Ability to balance and align objectives with RCOC's mission and consumer needs.

17. Evidences a constant concern for needs of persons served and their well-being.

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q155 **18. Works with staff to identify the current needs of persons served.**

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q156 **19. Works with staff to anticipate the future needs of persons served.**

	Fails to Meet Expectations (1)	Meets Expectations (2)	Exceeds Expectations (3)	Don't know/No opinion (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q157 Part II: General Questions

Please indicate your response by selecting Yes or No to the following question.

20. Do you respect the following personnel for counsel and advice?

	Yes (4)	No (5)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>

Q158 21. Do your peers think of the following personnel as a leader?

	Yes (5)	No (6)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>

Q159 22. Is it safe to admit to the following personnel that you have made a mistake or failed at something?

	Yes (1)	No (2)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>

Q160 23. Do the following personnel encourage individuals to improve their knowledge and abilities?

	Yes (1)	No (4)
Executive Director (1)	<input type="radio"/>	<input type="radio"/>

Q161 Please share any comments on how the following personnel have demonstrated abilities in the areas above or how they could be improved. Describe examples when possible. 24.
Executive Director

Q162 General Comments

End of Block: Board of Directors
