# 2019 360 Survey - Margaret Norris - Dashboard

VIEWED	STARTED	COMPLETED	COMPLETION RATE	DROP OUTS	TIME TO COMPLETE
👁 85	🕐 71	🏁 58	☑ 81.69%	↪ 13	🕐 11 mins

Response Distribution

Countries	Responses
US	100.00%
Total	**100.00%**

2019 UT Institute for Public Service 360-degree Feedback Instrument for Margaret Norris360-degree feedback is a vital part of performance, growth, and development. Understanding ourselves and how we interact with others helps us understand the impact we have on those around us. The perceptions of others within our circle of influence, whether those perceptions are accurate or inaccurate, often impact our level of success. You have been asked by Dr. Byrd to participate in the three year comprehensive review of Margaret Norris. It is very important that the questions are answered honestly and objectively to help Dr. Byrd with this portion of the evaluation. The responses will be aggregated and anonymous. Please complete the survey no later than Friday April 5, 2019.

Please describe your organizational relationship to the individual you are rating:

- I am a Direct Report : 26.47%
- I am a Peer : 11.76%
- I am a Supervisor : 1.47%
- Other : 60.29%
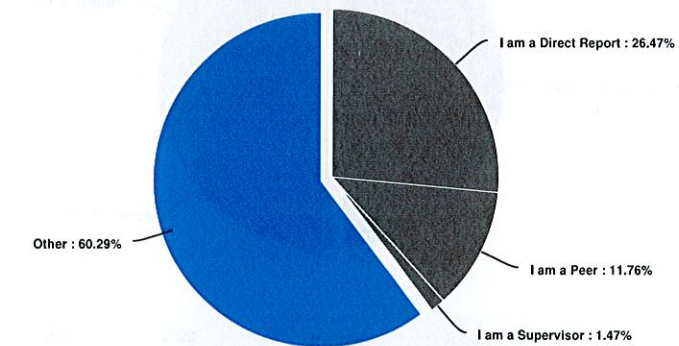
Answer	Count	Percent	20%	40%	60%	80%	100%
I am a Direct Report	18	26.47%					
I am a Peer	8	11.76%					
I am a Supervisor	1	1.47%					
Other	41	60.29%					
Total	**68**	**100 %**					

BUILDING A SUPPORTIVE AGENCY CULTURE

Promotes collegiality and mutual respect among colleagues.
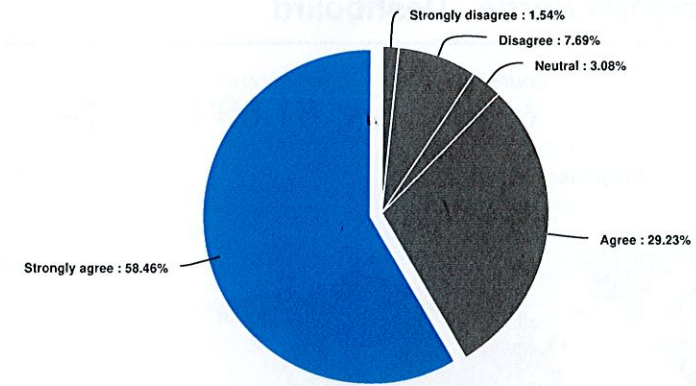
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	1	1.54%					
Disagree	5	7.69%					
Neutral	2	3.08%					
Agree	19	29.23%					
Strongly agree	38	58.46%					
Not Applicable	0	0%					
Total	**65**	**100 %**					

Actively promotes an environment for diversity and inclusiveness.
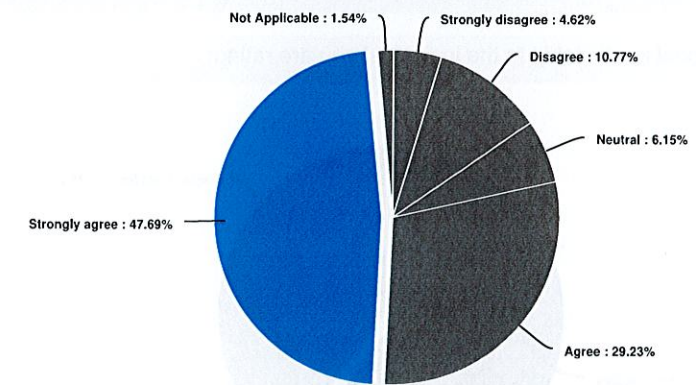
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	3	4.62%					
Disagree	7	10.77%					
Neutral	4	6.15%					
Agree	19	29.23%					
Strongly agree	31	47.69%					
Not Applicable	1	1.54%					
Total	**65**	**100 %**					

Actively promotes an environment of scholarship and teaching excellence.

QuestionPro
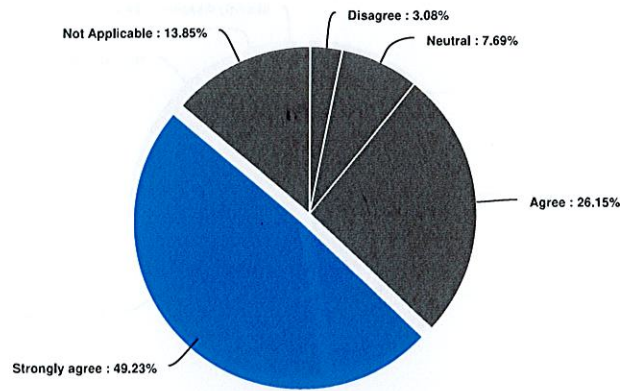
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	0	0%					
Disagree	2	3.08%					
Neutral	5	7.69%					
Agree	17	26.15%					
Strongly agree	32	49.23%					
Not Applicable	9	13.85%					
Total	**65**	**100 %**					

Actively promotes a service culture within the agency.
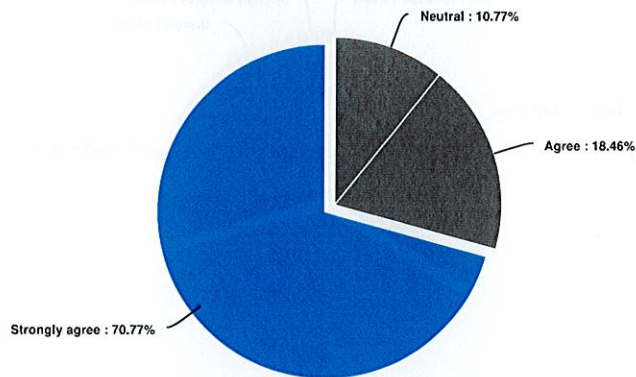
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	0	0%					
Disagree	0	0%					
Neutral	7	10.77%					
Agree	12	18.46%					
Strongly agree	46	70.77%					
Not Applicable	0	0%					
Total	**65**	**100 %**					

Promotes an environment of continuous improvement.

Strongly disagree : 1.54%
Disagree : 6.15%
Neutral : 7.69%
Strongly agree : 47.69%
Agree : 36.92%
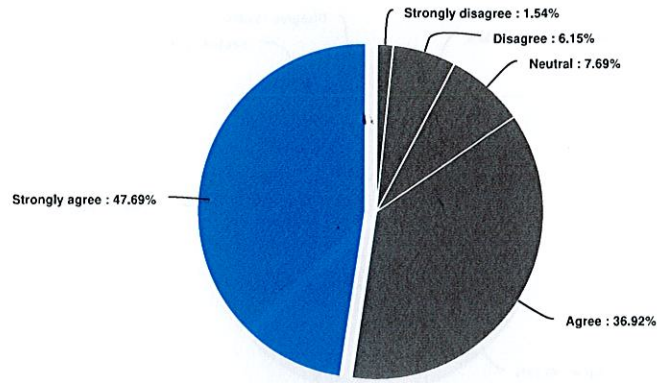
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	1	1.54%					
Disagree	4	6.15%					
Neutral	5	7.69%					
Agree	24	36.92%					
Strongly agree	31	47.69%					
Not Applicable	0	0%					
Total	65	100 %					

Creates an atmosphere where employees are engaged.

Not Applicable : 1.54%
Strongly disagree : 3.08%
Disagree : 9.23%
Strongly agree : 32.31%
Neutral : 16.92%
Agree : 36.92%
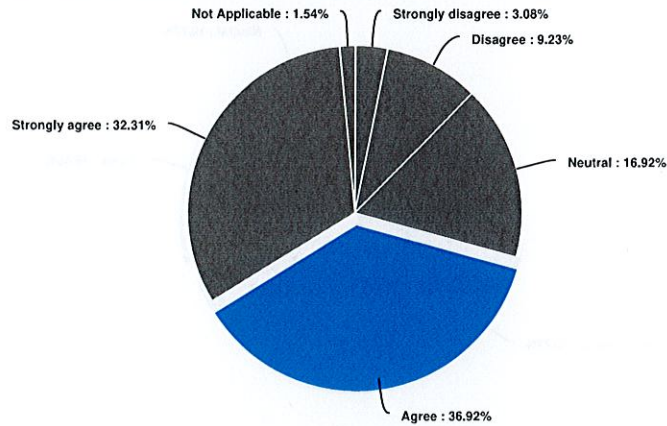
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	2	3.08%					
Disagree	6	9.23%					
Neutral	11	16.92%					
Agree	24	36.92%					
Strongly agree	21	32.31%					
Not Applicable	1	1.54%					
Total	65	100 %					

Overall, fosters a positive culture in the agency.

P QuestionPro
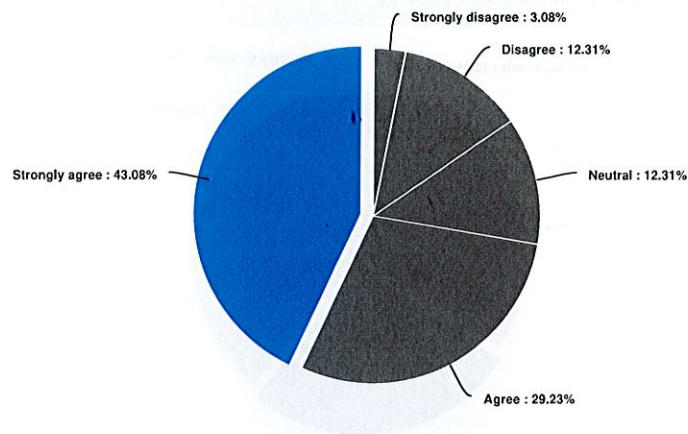
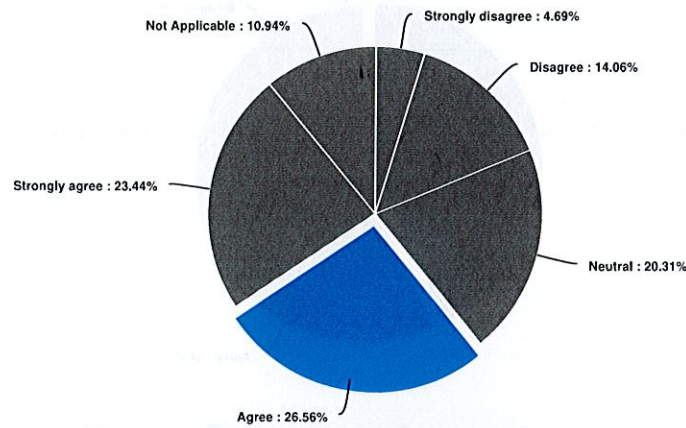| Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	2	3.08%					
Disagree	8	12.31%					
Neutral	8	12.31%					
Agree	19	29.23%					
Strongly agree	28	43.08%					
Not Applicable	0	0%					
Total	65	100 %					

ETHICS

Knows, follows and promotes effective use of University policies, IPS procedures, and ethical business practice.
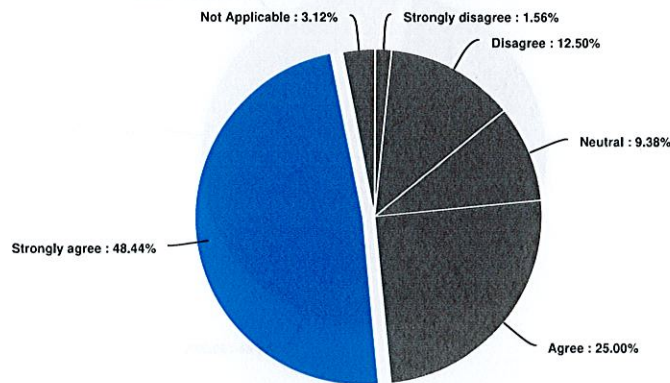
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	1	1.56%					
Disagree	8	12.5%					
Neutral	6	9.38%					
Agree	16	25%					
Strongly agree	31	48.44%					
Not Applicable	2	3.12%					
Total	64	100 %					

Maintains objectivity and effectiveness in managing conflicts.

Not Applicable : 10.94%
Strongly disagree : 4.69%
Disagree : 14.06%
Strongly agree : 23.44%
Neutral : 20.31%
Agree : 26.56%

Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	3	4.69%					
Disagree	9	14.06%					
Neutral	13	20.31%					
Agree	17	26.56%					
Strongly agree	15	23.44%					
Not Applicable	7	10.94%					
Total	64	100 %					

Treats others with fairness and respect even when there is disagreement.
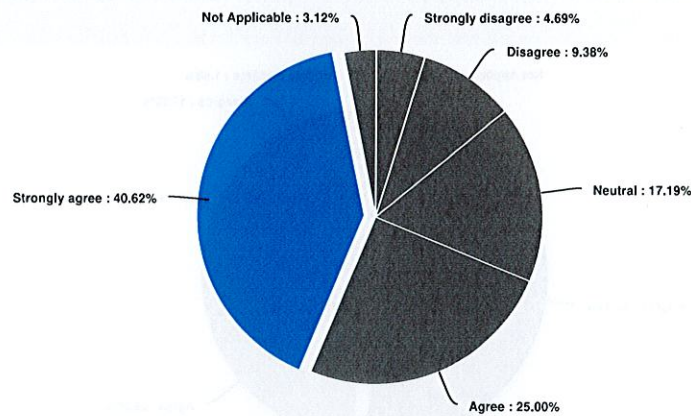
Not Applicable : 3.12%
Strongly disagree : 4.69%
Disagree : 9.38%
Strongly agree : 40.62%
Neutral : 17.19%
Agree : 25.00%

Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	3	4.69%					
Disagree	6	9.38%					
Neutral	11	17.19%					
Agree	16	25%					
Strongly agree	26	40.62%					
Not Applicable	2	3.12%					
Total	64	100 %					

Overall, exhibits ethical behavior in leading.

QuestionPro
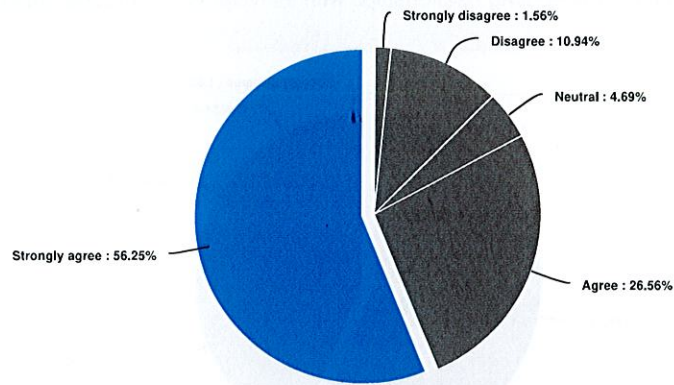
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	1	1.56%					
Disagree	7	10.94%					
Neutral	3	4.69%					
Agree	17	26.56%					
Strongly agree	36	56.25%					
Not Applicable	0	0%					
Total	**64**	**100 %**					

LEADERSHIP EFFECTIVENESS

Fosters a collaborative and consultative environment in the agency.
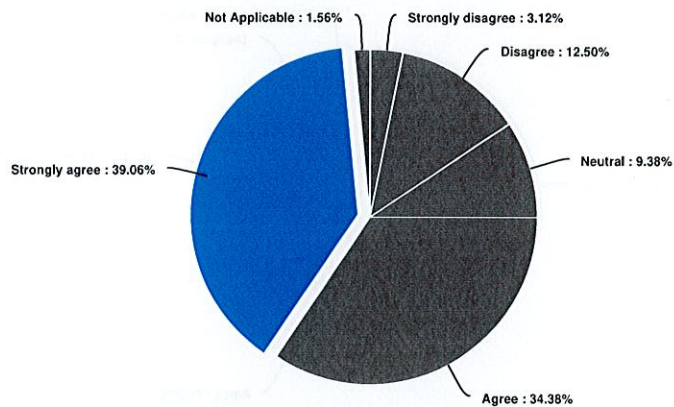
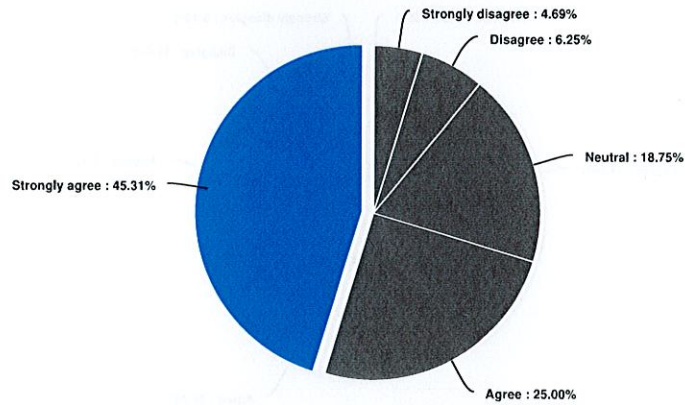| Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	2	3.12%					
Disagree	8	12.5%					
Neutral	6	9.38%					
Agree	22	34.38%					
Strongly agree	25	39.06%					
Not Applicable	1	1.56%					
Total	**64**	**100 %**					

Is approachable and establishes effective working relationships with individuals and groups (internal and external to agency).

Strongly disagree : 1.56%
Disagree : 12.50%
Neutral : 4.69%
Agree : 25.00%
Strongly agree : 56.25%
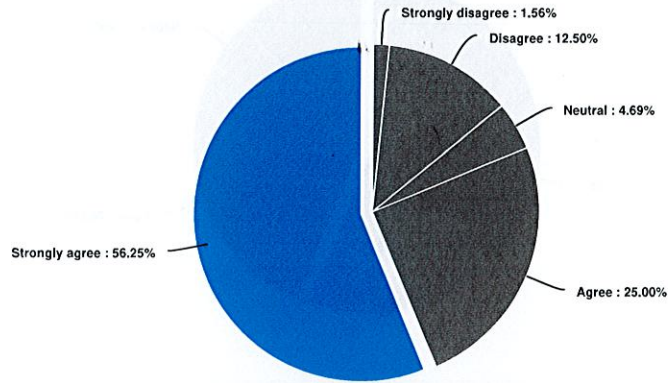
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	1	1.56%					
Disagree	8	12.5%					
Neutral	3	4.69%					
Agree	16	25%					
Strongly agree	36	56.25%					
Not Applicable	0	0%					
Total	64	100 %					

Communicates effectively when speaking and writing.

Strongly disagree : 4.69%
Disagree : 6.25%
Neutral : 18.75%
Agree : 25.00%
Strongly agree : 45.31%

Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	3	4.69%					
Disagree	4	6.25%					
Neutral	12	18.75%					
Agree	16	25%					
Strongly agree	29	45.31%					
Not Applicable	0	0%					
Total	64	100 %					

Keeps employees and appropriate stakeholders informed.
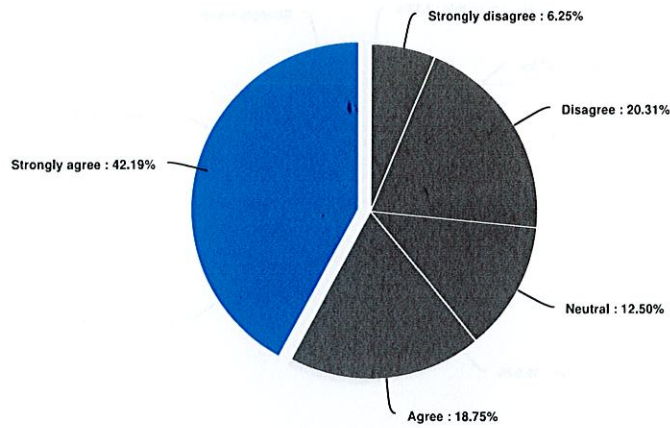
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	4	6.25%					
Disagree	13	20.31%					
Neutral	8	12.5%					
Agree	12	18.75%					
Strongly agree	27	42.19%					
Not Applicable	0	0%					
Total	**64**	**100 %**					

Is an exemplary role model within the public service profession.
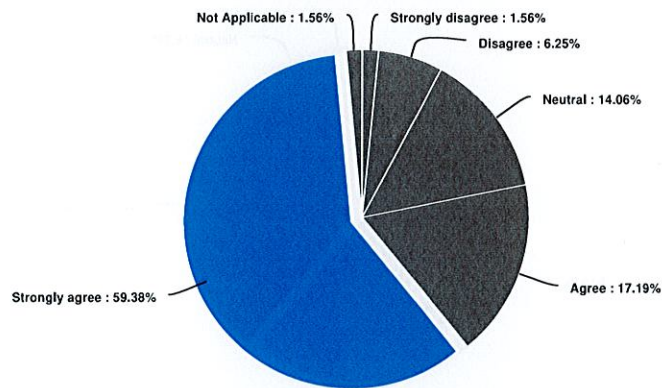
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	1	1.56%					
Disagree	4	6.25%					
Neutral	9	14.06%					
Agree	11	17.19%					
Strongly agree	38	59.38%					
Not Applicable	1	1.56%					
Total	**64**	**100 %**					

Is able to get things done in a timely and effective manner.

Not Applicable : 3.12%
Strongly disagree : 7.81%
Strongly agree : 18.75%
Disagree : 18.75%
Neutral : 15.62%
Agree : 35.94%
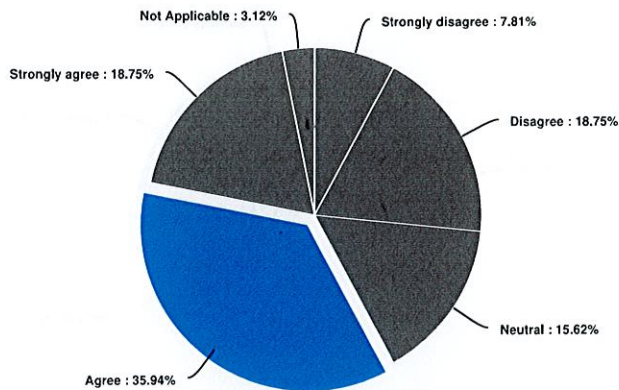
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	5	7.81%					
Disagree	12	18.75%					
Neutral	10	15.62%					
Agree	23	35.94%					
Strongly agree	12	18.75%					
Not Applicable	2	3.12%					
Total	64	100 %					

Is an effective advocate for the agency, IPS and University.

Disagree : 3.12%
Neutral : 6.25%
Agree : 29.69%
Strongly agree : 60.94%
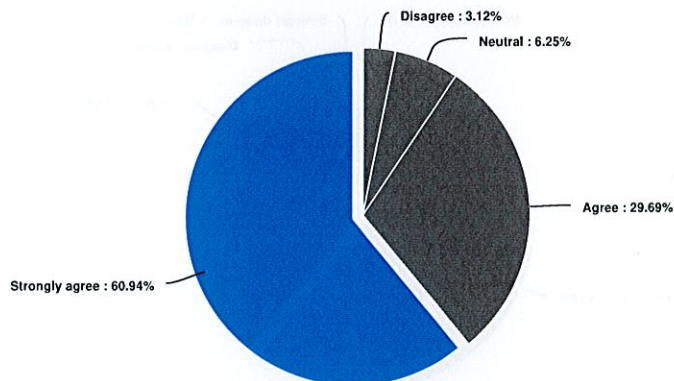
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	0	0%					
Disagree	2	3.12%					
Neutral	4	6.25%					
Agree	19	29.69%					
Strongly agree	39	60.94%					
Not Applicable	0	0%					
Total	64	100 %					

Overall, exhibits the necessary knowledge, skills and understanding to inspire confidence in agency leadership.
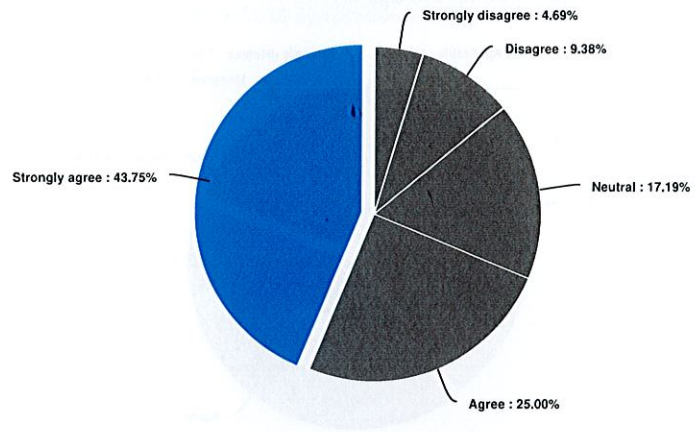
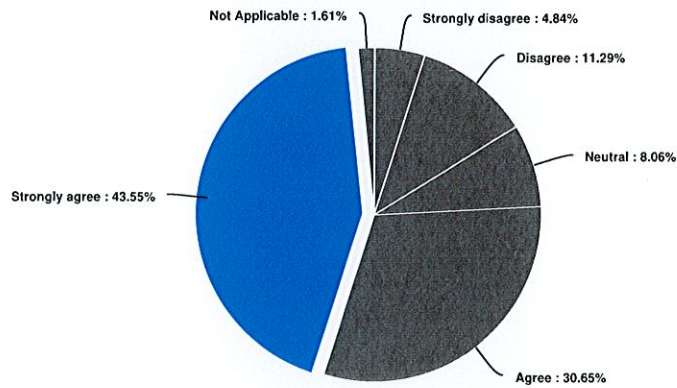| Answer	Count	Percent					
			20%	40%	60%	80%	100%
Strongly disagree	3	4.69%					
Disagree	6	9.38%					
Neutral	11	17.19%					
Agree	16	25%					
Strongly agree	28	43.75%					
Not Applicable	0	0%					
Total	**64**	**100 %**					

STRATEGIC MANAGEMENT

Communicates and directs a future-oriented vision for the agency.

Not Applicable : 1.61%
Strongly disagree : 1.61%
Disagree : 12.90%
Neutral : 4.84%
Strongly agree : 38.71%
Agree : 40.32%
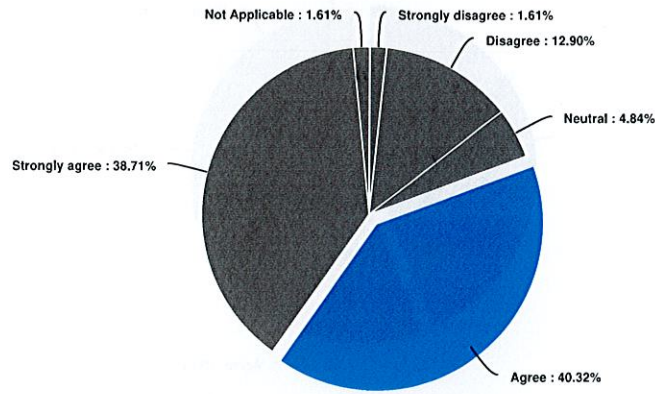
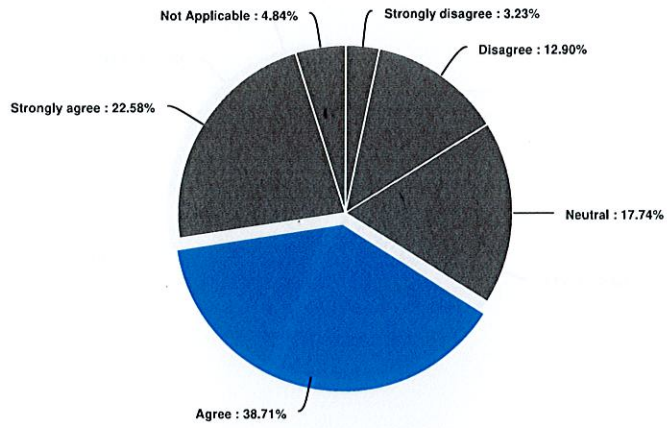| Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	1	1.61%					
Disagree	8	12.9%					
Neutral	3	4.84%					
Agree	25	40.32%					
Strongly agree	24	38.71%					
Not Applicable	1	1.61%					
Total	**62**	**100 %**					

Utilizes planning processes, goal identification and assessment to guide agency programs in the right direction.

Not Applicable : 1.61%
Strongly disagree : 4.84%
Disagree : 11.29%
Neutral : 8.06%
Strongly agree : 43.55%
Agree : 30.65%

Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	3	4.84%					
Disagree	7	11.29%					
Neutral	5	8.06%					
Agree	19	30.65%					
Strongly agree	27	43.55%					
Not Applicable	1	1.61%					
Total	**62**	**100 %**					

Is willing to make difficult decisions that reflect agency values and priorities.

QuestionPro

Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	2	3.23%					
Disagree	8	12.9%					
Neutral	11	17.74%					
Agree	24	38.71%					
Strongly agree	14	22.58%					
Not Applicable	3	4.84%					
Total	**62**	**100 %**					

Overall, strategically leads the agency in a positive direction.
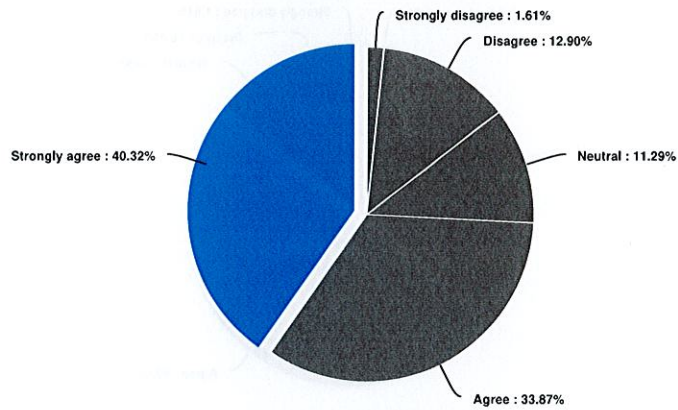
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	1	1.61%					
Disagree	8	12.9%					
Neutral	7	11.29%					
Agree	21	33.87%					
Strongly agree	25	40.32%					
Not Applicable	0	0%					
Total	**62**	**100 %**					

HUMAN RESOURCE MANAGEMENT

Supports the development and activities of agency staff.

Pie chart:
- Not Applicable : 4.84%
- Disagree : 9.68%
- Neutral : 3.23%
- Agree : 30.65%
- Strongly agree : 51.61%
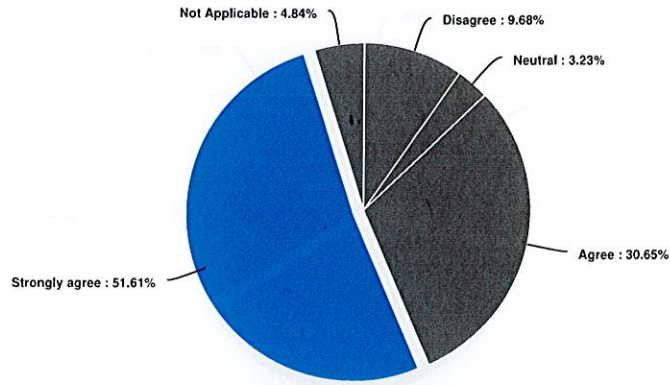
Answer	Count	Percent					
			20%	40%	60%	80%	100%
Strongly disagree	0	0%					
Disagree	6	9.68%					
Neutral	2	3.23%					
Agree	19	30.65%					
Strongly agree	32	51.61%					
Not Applicable	3	4.84%					
Total	62	100 %					

Recruits and retains highly qualified staff.

Pie chart:
- Not Applicable : 4.84%
- Strongly disagree : 1.61%
- Disagree : 6.45%
- Neutral : 6.45%
- Strongly agree : 30.65%
- Agree : 50.00%
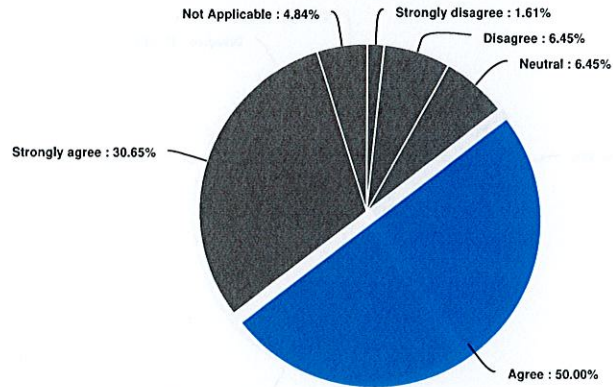
Answer	Count	Percent					
			20%	40%	60%	80%	100%
Strongly disagree	1	1.61%					
Disagree	4	6.45%					
Neutral	4	6.45%					
Agree	31	50%					
Strongly agree	19	30.65%					
Not Applicable	3	4.84%					
Total	62	100 %					

Promotes an environment of professional excellence.
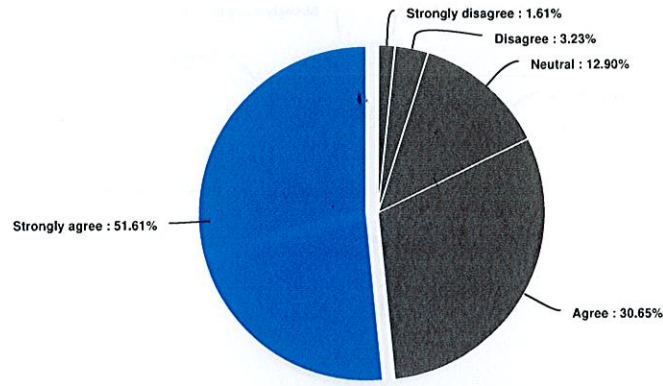
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	1	1.61%					
Disagree	2	3.23%					
Neutral	8	12.9%					
Agree	19	30.65%					
Strongly agree	32	51.61%					
Not Applicable	0	0%					
Total	62	100 %					

Fosters a fair and meaningful ongoing performance evaluation process.
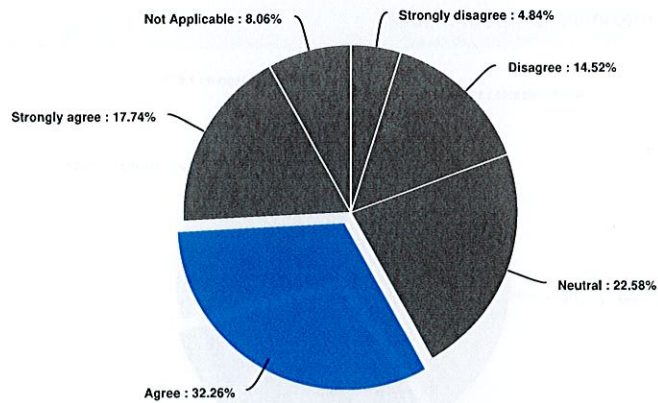
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	3	4.84%					
Disagree	9	14.52%					
Neutral	14	22.58%					
Agree	20	32.26%					
Strongly agree	11	17.74%					
Not Applicable	5	8.06%					
Total	62	100 %					

Overall, makes effective human resources decisions.

P QuestionPro
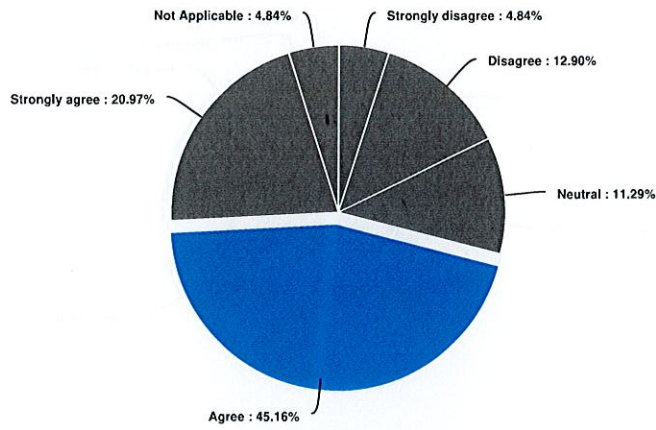
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	3	4.84%					
Disagree	8	12.9%					
Neutral	7	11.29%					
Agree	28	45.16%					
Strongly agree	13	20.97%					
Not Applicable	3	4.84%					
Total	**62**	**100 %**					

FINANCIAL & RESOURCE MANAGEMENT

Manages financial resources to maximize program results.
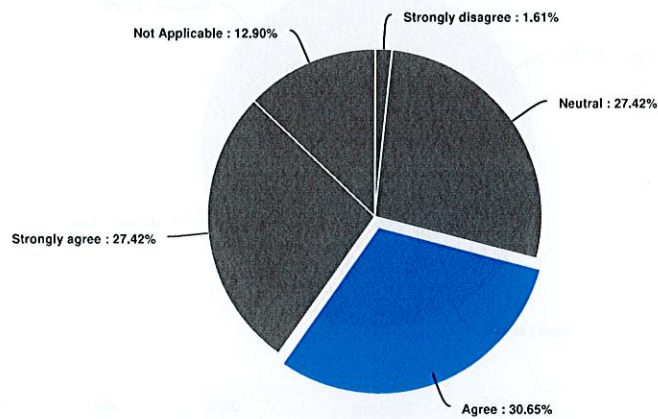
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	1	1.61%					
Disagree	0	0%					
Neutral	17	27.42%					
Agree	19	30.65%					
Strongly agree	17	27.42%					
Not Applicable	8	12.9%					
Total	**62**	**100 %**					

Manages physical resources effectively.
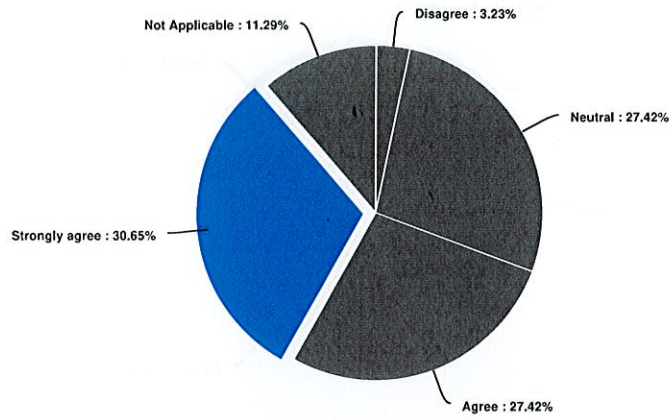
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	0	0%					
Disagree	2	3.23%					
Neutral	17	27.42%					
Agree	17	27.42%					
Strongly agree	19	30.65%					
Not Applicable	7	11.29%					
Total	**62**	**100 %**					

Is able to manage financial exigencies effectively.
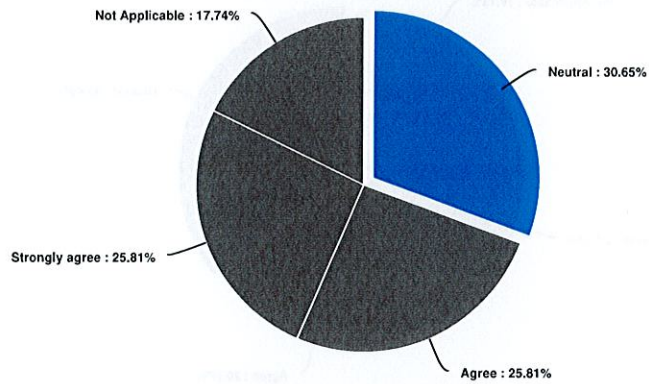
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	0	0%					
Disagree	0	0%					
Neutral	19	30.65%					
Agree	16	25.81%					
Strongly agree	16	25.81%					
Not Applicable	11	17.74%					
Total	**62**	**100 %**					

Values the pursuit of external funding.

Not Applicable : 4.84%

Neutral : 24.19%

Strongly agree : 40.32%

Agree : 30.65%
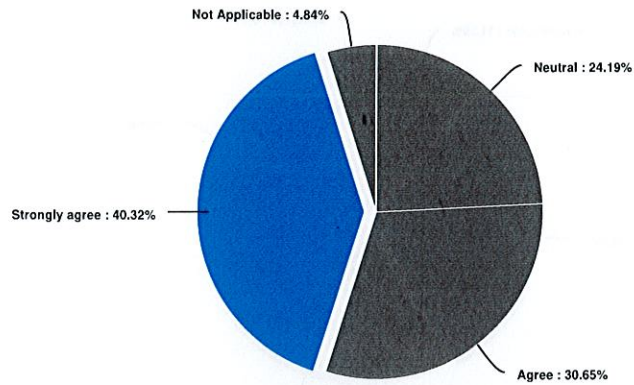
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	0	0%					
Disagree	0	0%					
Neutral	15	24.19%					
Agree	19	30.65%					
Strongly agree	25	40.32%					
Not Applicable	3	4.84%					
Total	62	100 %					

Successfully raises funds to support the mission of the agency.

Not Applicable : 16.13%

Neutral : 35.48%

Strongly agree : 27.42%

Agree : 20.97%
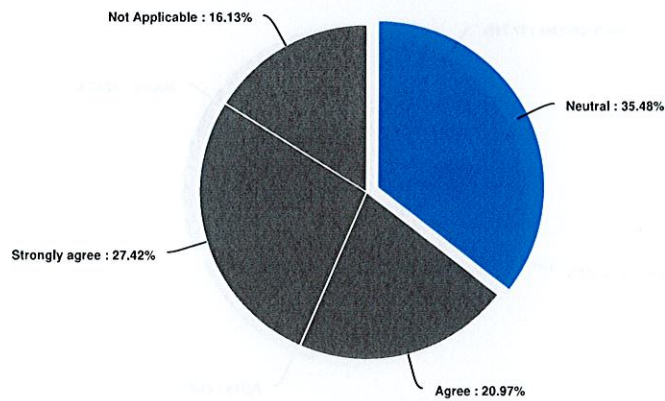
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	0	0%					
Disagree	0	0%					
Neutral	22	35.48%					
Agree	13	20.97%					
Strongly agree	17	27.42%					
Not Applicable	10	16.13%					
Total	62	100 %					

Overall, manages the agency's resources well.

P QuestionPro
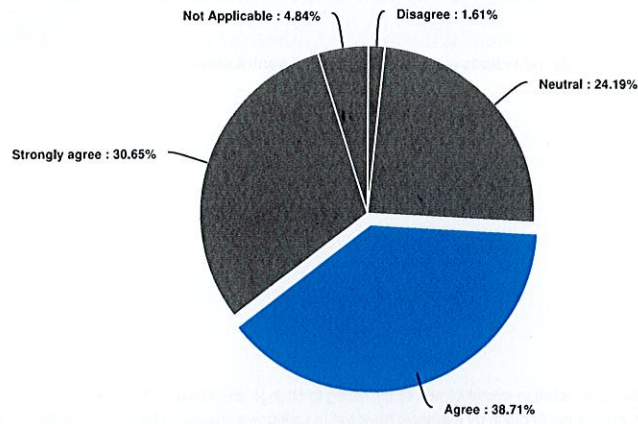
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	0	0%					
Disagree	1	1.61%					
Neutral	15	24.19%					
Agree	24	38.71%					
Strongly agree	19	30.65%					
Not Applicable	3	4.84%					
Total	**62**	**100 %**					

OVERALL EVALUATION

Overall, manages the agency's resources well.
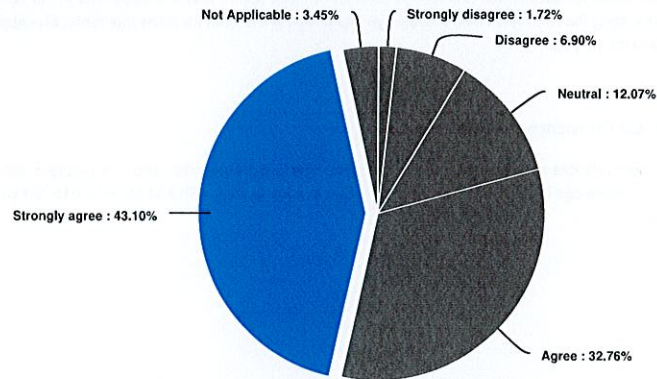
Answer	Count	Percent	20%	40%	60%	80%	100%
Strongly disagree	1	1.72%					
Disagree	4	6.9%					
Neutral	7	12.07%					
Agree	19	32.76%					
Strongly agree	25	43.1%					
Not Applicable	2	3.45%					
Total	**58**	**100 %**					