

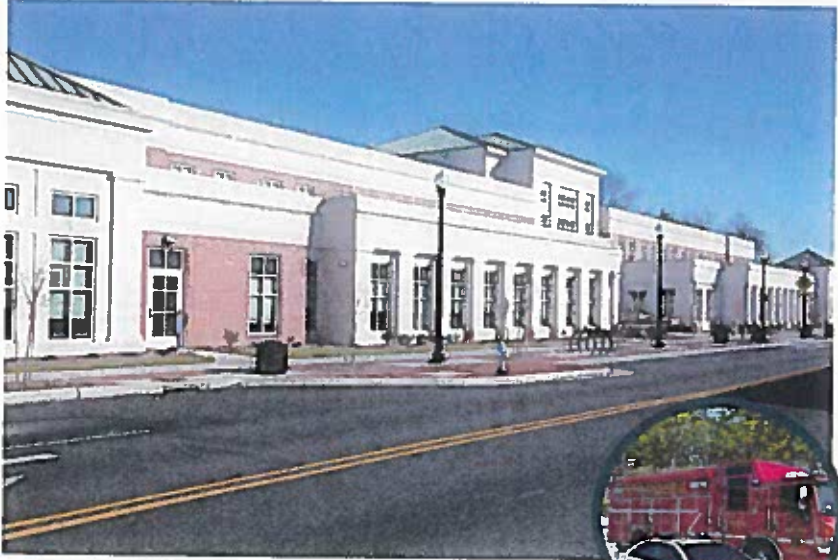


HR Strategic Business Partner: Competencies, tools and techniques

Nancy Olivo, PhD
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City of Suffolk, VA

Table 1: IPMA-HR Human Resource Competency Model

	Competency	Change Agent	Business Partner	Leader	HR Expert
1.	Demonstrated understanding of the organization's mission, vision, and values and the business plan for execution using these attributes as its foundation for meeting the organization's service goals.		X		
2.	Demonstrated ability to be innovative, creating and sustaining a positive environment that supports calculated risk-taking.		X		
3.	Demonstrated ability to apply organizational development principles.		X		
4.	Demonstrated ability to link specific human resource initiatives to the greater organization's mission and service deliverables.		X		
5.	Demonstrated ability to design and implement change through the altering of systems and procedures.	X			
6.	Demonstrated ability to use return on investment and information technology strategies in the practice of human resource management.	X			
7.	Demonstrated ability to effectively design, develop, and implement human resource and organizational processes for all customers, including in the context of organizational and/or political resistance.	X			
8.	Demonstrated ability to design and deliver marketing programs related to sourcing and selection of HR services and capabilities.	X			
9.	Demonstrated understanding and ability to effectively utilize the current and potential contributions of a workforce that is maximized in terms of all aspects of diversity.			X	
10.	Demonstrated practice of integrity and ongoing ethics-based leadership behavior in all circumstances, including those that may jeopardize the professional future of the human resources leader.			X	
11.	Demonstrated understanding of business process and how to change to improve efficiency and effectiveness.	X	X		
12.	Demonstrated knowledge of Human Resource laws and policies.	X	X	X	X
13.	Demonstrated understanding of the public service environment.	X	X		
14.	Demonstrated understanding of team behavior and ability to lead teams toward high performance.	X	X	X	
15.	Demonstrated ability to successfully communicate, verbally and in writing, including the use of persuasive public presentations on behalf of the human resources function.	X	X	X	
16.	Demonstrated ability to assess and balance the competing values found within the organization (i.e., the greater mission and vision, various department values, and values as demonstrated by executive and mid-management leadership).	X		X	
17.	Demonstrated ability to exercise the use of business systems skills, including the ability to think strategically and creatively.	X	X		
18.	Demonstrated ability to analyze all presenting issues, recognizing the needs of all stakeholders in terms of collaborative solutions.	X	X	X	
19.	Demonstrated ability to use negotiating skill sets, including consensus-building, coalition-building, and dispute resolution.	X		X	
20.	Demonstrated ability to build and sustain trust-based relationships, both individually and collectively over time.	X	X		



VISION FOR SUFFOLK

SUFFOLK CITY COUNCIL

Suffolk is a vibrant and fiscally strong community leading the region in advancements in education, comprehensive transportation, public safety and diverse economic growth while continuing to preserve its rural heritage and enhancing its neighborhoods and urban centers.

Throughout 430 square miles of rich land and pristine waterways, citizens and tourists treasure the beautiful trails, rivers and open spaces. Residents, visitors and merchants delight in the revitalized downtown featuring cultural, educational and recreational opportunities.

Diverse shopping, businesses and entertainment venues abound. A sense of harmony and pride permeates this rare community, where crime is low; where schools are cutting edge; where people and goods move safely and efficiently throughout the city; and where citizens receive valuable services and have opportunities to be engaged.

Suffolk is the desired destination of the Hampton Roads Region. The City achieves this by focusing on the following targeted areas:



GOALS & OBJECTIVES

PUBLIC SAFETY

Preserve, promote, and continue to invest in public safety.

FINANCIAL STABILITY

Continue practices that ensure strong financial management and fiscal responsibility.

GROWTH MANAGEMENT AND COMPREHENSIVE PLANNING

Use the Comprehensive Plan and Unified Development Ordinance to enable and facilitate private investment in strategic target areas and preserve, conserve, and protect the City's unique natural and agricultural heritage.

CIVIC ENGAGEMENT AND RESPONSIVE CITY SERVICES

Ensure that all citizens have pertinent information in a timely manner and provide convenient and diverse means for citizen input; provide responsive, effective and efficient programs and services to citizens.

EXPANDED ECONOMIC DEVELOPMENT

Implement strategies that add new businesses and provide jobs for a skilled and diverse workforce, retain and enhance existing businesses, promote entrepreneurship, create a vibrant downtown, and build an economy that expands our tax base.

PUBLIC EDUCATION

Create a structure of shared accountability between the City and Schools to build an educational environment known for excellence.

LEISURE, HEALTH, AND WELLNESS

Implement programs and services designed to improve the health, economic and social wellbeing of citizens.

TRANSPORTATION

Increase capacity and connectivity of our roadways and public transportation system.

AAA RATED STANDARD & POOR'S AND FITCH RATINGS.

NERD WALLET - BEST PLACES FOR YOUNG FAMILIES/BEST CITIES FOR VETERANS IN AMERICA - 2015.

9TH BEST COMMUNITY ON BEST PLACES TO LIVE TOP 25 LIST OF "WHERE THE JOBS ARE" - CNN MONEY MAGAZINE - 2012.

ONE OF AMERICA'S BEST SMALL CITIES TO LIVE - CNN MONEY MAGAZINE 2010.

FAST GROWING CITY, HOME TO FAST GROWING COMPANIES.



Goals, Objectives and Actions for FY 2019

Departments
Responsible

Goal 8	PUBLIC SAFETY - Preserve, promote, and continue to invest in public safety	
Objective 8.1	<i>Provide resources to maintain nationally recognized public safety response times</i>	
Actions	<ul style="list-style-type: none"> ➤ Develop a plan and obtain a cost estimate to have a detailed resource analysis and distribution study ➤ Track and compare response times for the Police Department and the Fire Department ➤ Track and compare response times for the Police Department and the Fire Department 	<p>Police</p> <p>Police</p> <p>Fire & Rescue</p>
Objective 8.2	<i>Optimize opportunities with volunteers and volunteer organizations to promote learning and civic engagement</i>	
Actions	<ul style="list-style-type: none"> ➤ Continue to support volunteer Fire and Rescue Squad through training and resources ➤ Implement citizen academy and related outreach programs through the Police, Fire, and Sheriff Department and Commonwealth's Attorney's Office 	<p>Fire & Rescue</p> <p>Police</p> <p>Fire & Rescue</p> <p>CWA and Sheriff</p>
Objective 8.3	<i>Continue to invest in facilities, equipment and state of the art technology for public safety</i>	
Actions	<ul style="list-style-type: none"> ➤ Complete renovation of Fire Station #1, phase 2 ➤ Request Insurance Service Office conduct re-evaluation of Suffolk 	<p>Fire & Rescue</p> <p>Fire & Rescue</p>

Goals, Objectives and Actions for FY 2019

Departments Responsible

<ul style="list-style-type: none"> ➤ Complete design phase of Apparatus and Quartermaster building 	Fire & Rescue
<ul style="list-style-type: none"> ➤ Review recruitment and promotional process 	Fire & Rescue
<ul style="list-style-type: none"> ➤ Develop recommendations for additional public safety facilities 	Police
<ul style="list-style-type: none"> ➤ Train City Departments on Active Threat response for employees 	Police
<ul style="list-style-type: none"> ➤ Upgrade security cameras 	Fire & Rescue
<ul style="list-style-type: none"> ➤ Identify grant opportunities for technological advancement 	Information Technology
<ul style="list-style-type: none"> ➤ Achieve communications accreditation 	Capital Programs
<ul style="list-style-type: none"> ➤ Achieve forensics re-accreditation 	Fire & Rescue
<ul style="list-style-type: none"> ➤ Achieve Police Department reaccreditation 	Police
<ul style="list-style-type: none"> ➤ Budget for and design new storage and range facility 	Police
<ul style="list-style-type: none"> ➤ Budget for and design new storage and range facility 	Police
<ul style="list-style-type: none"> ➤ Partner with engineering to identify hazards and solutions for Traffic Safety Initiative 	Capital Programs
<ul style="list-style-type: none"> ➤ Enhance recruitment promotional process 	Fire & Rescue
<ul style="list-style-type: none"> ➤ Support and Enhance Special Operations Teams 	Fire & Rescue
<ul style="list-style-type: none"> ➤ Review and update Standard Operations Procedures and Policies 	Public Works
<ul style="list-style-type: none"> ➤ Complete purchase of new fire engine, medic unit as outlined in Capital and Operating Budgets. 	Fire & Rescue
<ul style="list-style-type: none"> ➤ Implement Fairness in Policing training for staff 	Fire & Rescue
<ul style="list-style-type: none"> ➤ Implement E-ticketing Initiative 	Police
<ul style="list-style-type: none"> ➤ Implement E-ticketing Initiative 	Police

Performance Management and Evaluation Tool

For Managers



Employee Name _____

Employee ID _____

Employee Title _____

Employee Department _____

Supervisor Name _____

Supervisor Title _____

Performance Period : _____ to _____
Date Date

VISION 2035

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A resolution adopted by City Council, December 16, 2015.

Probationary Initial Mid-year Annual

Performance Planning and Evaluation Form

Performance Plans should support Citywide Goals and Objectives. This form should be used as a tool for performance planning, mid-year review, and annual evaluation. The Planning component of the form is found in Section 1 and should be completed by August 30 to guide performance beginning September 1. Required competencies are found in Section 3, and should be reviewed at the beginning of the performance period, in order to plan for ways to demonstrate identified behaviors. The Evaluation component of the form is found in Sections 2 through 4 and should be completed by August 30.

Planning

Section 1: Planning Individual Objectives: The supervisor should recommend individual objectives and measures that support City and Department Goals and Objectives. The supervisor should review and approve of objectives to be accomplished. Agreement is indicated by signatures at the bottom of Section 1.

Mid-Year Review

A mid-year review should take place in the March timeframe. The employee and supervisor should discuss progress on objectives and competencies. Feedback should be provided by the supervisor. Notes on progress can be documented in Sections 2, 3 and 4.

Evaluation

Section 2: Individual Accomplishments: The employee should identify results achieved for each objective relative to the established targets. Quantitative data should be provided. The supervisor should provide comments regarding the documented results and provide a rating by making a check in the box.

Section 3: Citywide Competencies: The citywide competencies define the expected behaviors for all City of Suffolk employees. The employee should provide evidence of how s/he demonstrated competencies. The supervisor should provide additional evidence and provide a rating and comments, as appropriate.

Section 4: Overall Rating, Comments and Signatures: The supervisor should provide an overall rating and comments regarding overall performance and then share the final rating with the employee. The employee may provide comments and then should sign the form indicating receipt of the final rating. If the Department Head is not the supervisor, the Department Head should sign the form indicating concurrence of the final rating.

Rating Scale: The following rating scale should be used to evaluate the competencies and objectives.

Exceeds Expectations (EE)	Employee performance is exceptionally high in all areas of responsibility for this competency or objective. Superior work is consistently delivered and completed on time or ahead of schedule.
Meets Expectations (ME)	Employee performance is good in all areas of responsibility for this competency or objective. Key objectives are met and usually completed on time. Effective behaviors are frequently displayed.
Needs Improvement (NI)	Although some progress was made, performance failed to meet the stated objective or behaviors are inconsistent in demonstrating the competency. Performance improvement is needed.
Unacceptable (UA)	Performance is inadequate and inferior to the standards of performance required for the position. Little or no progress was made toward the stated objective or behaviors demonstrated were consistently inappropriate for the competency area. Employee performance cannot be allowed to continue.

SECTION 1: PLANNING INDIVIDUAL OBJECTIVES

Individual objectives should be linked to City of Suffolk's and Department's Goals and Objectives. Each employee should have between 2 and 5 objectives.

Objective 1	<p>Citywide Goal supported: 8: Public Safety</p>	<p>Individual Objective: Participate in community events in the 7 boroughs to show case the department</p> <p>Measure: Participate in open houses and/or community programs.</p>
	<p>City/Department Objective supported: Objective 8.3 - Continue to invest in facilities, equipment, and state of the art technology for public safety.</p>	<p>Exceeds Expectations Target: Participate in at least a combination of 3 open houses, CEPTD/Neighborhood Watch programs, command bus displays, or dive displays</p> <p>Meets Expectations Target: Participate in 2 open houses.</p>
Objective 2	<p>Citywide Goal supported: 8: Public Safety</p>	<p>Individual Objective: Coordinate the Senior Citizens Academy</p> <p>Measure: Conduct a Senior Citizens Academy.</p>
	<p>City/Department Objective supported: Objective 8.3 - Continue to invest in facilities, equipment, and state of the art technology for public safety.</p>	<p>Exceeds Expectations Target: Coordinate and manage 1 Senior Citizens Academy and receive positive feedback from at least half the attendees.</p> <p>Meets Expectations Target: Coordinate and manage 1 Senior Citizens Academy</p>
Objective 3	<p>Citywide Goal supported: 8: Public Safety</p>	<p>Individual Objective: Revise volunteer opportunities</p> <p>Measure: Identify opportunities for volunteers in our volunteer program.</p>
	<p>City/Department Objective supported: Objective 8.3 - Continue to invest in facilities, equipment, and state of the art technology for public safety.</p>	<p>Exceeds Expectations Target: Identify 3 or more tasks for volunteers and implement a strategy for completion.</p> <p>Meets Expectations Target: Identify 2 tasks for volunteers</p>

SECTION 2: INDIVIDUAL ACCOMPLISHMENTS

(This section should be used to track the progress and completion of individual objectives)

Objective 1	Results & Employee Comments :
	Supervisor Comments:
Objective 2	Results & Employee Comments :
	Supervisor Comments:
Objective 3	Results & Employee Comments :
	Supervisor Comments:

SECTION 3: CITYWIDE COMPETENCIES: The annual rating for each competency should reflect performance in demonstrating the key behaviors. The employee should use the comments section to provide examples to the supervisor of how s/he demonstrated these behaviors.

Accountability:

Accepts responsibility for own actions and decisions and demonstrates commitment to accomplish work in an efficient and cost-effective manner. Sets high standards of performance for self; assumes responsibility and accountability for assignments or tasks and self imposes standards of excellence. Accurately completes established protocols and adheres to schedules.

Behavioral Indicators:

- Manages time effectively and meets deadlines
- Assists in the establishment, accomplishment and continuous evaluation of goals and objectives
- Assumes responsibility for the accuracy of work processes and flow of multiple tasks
- Pays attention to the quality and quantity of performance
- Tracks progress against goals and objectives
- Strives to achieve goals and demonstrates a strong sense of urgency and persistence about accomplishing them
- Seeks performance feedback

Employee Comments:

Supervisor Rating:

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Unacceptable

Supervisor Comments:

Integrity:

Earns others' trust and respect by displaying honest and professional behaviors consistently in interactions. Displays and promotes high standards of professional conduct and behavior consistent with city and department standards.

Behavioral Indicators:

- Follows through on commitments and agreements
- Respects and maintains confidentiality regardless of pressure from others
- Admits mistakes in spite of the potential for negative consequences
- Consistently tells the truth
- Takes stands based on principles and values
- Familiarizes oneself with the pertinent rules and regulations that govern their area of responsibility
- Applies rules and regulations in a consistent, non-biased manner
- Guards the handling of sensitive or high risk information appropriately
- Follows up with a manager after identifying unethical conduct
- Adheres to the standards of ethical conduct and compliance
- Demonstrates civility and respect in interpersonal interactions by acting in ways that maintain and enhance the self-esteem of others
- Aware of potential conflicts of interest; makes every effort to avoid them
- Regarded as highly trustworthy, transparent and sincere

Employee Comments:

Supervisor Rating:

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Unacceptable

Supervisor Comments:

CITYWIDE COMPETENCIES (continued): The annual rating for each competency should reflect performance in demonstrating the key behaviors. The employee should use the comments section to provide examples to the supervisor of how s/he demonstrated these behaviors.

Professional and Technical Knowledge:

Demonstrates the ability to perform one's job effectively utilizing specific skills and knowledge. Maintains an awareness of industry standards and draws upon similar experiences in the past to perform work, make decisions, and recommend solutions to challenges. Ensures standard operating procedures, guidelines and/or practices are followed and advises of recommended changes based on one's job knowledge.

Behavioral Indicators:

- Relies upon professional education and/or technical training to perform one's job
- Pursues continuing education and/or on-the-job training opportunities to heighten one's awareness of industry standards and/or to further refine job skills and knowledge
- Demonstrates effective relationships with colleagues, peers, or organizations with whom the employee should have a professional network
- Effectively utilizes current or emerging technology and/or other industry best practices to perform one's job

Employee Comments:

Supervisor Rating:

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Unacceptable

Supervisor Comments:

Customer Focus:

Anticipates and commits to satisfying the needs of and building relationships with internal and external customers. Delivers high-quality products and services and is committed to continuous improvement. Communicates accurate and timely information. Proactive in assessing customer needs and owning and resolving their problems.

Behavioral Indicators:

- Effectively exceeds customer expectations by providing timely feedback and follow-up in an empathetic and caring way. Tactfully informs customers when their request cannot be met, and escalates matters for further review and approval as appropriate.
- Anticipates customers' needs and strives to make sure they have been heard and addressed.
- Takes responsibility for meeting customer needs.
- Suggests ways to improve processes to satisfy customer needs.
- Considers both short and long-term interests of the customer in making service decisions.
- Takes responsibility to resolve customer complaints.

Employee Comments:

Supervisor Rating:

- Exceeds Expectations
- Meets Expectations
- Needs Improvement
- Unacceptable

Supervisor Comments:

SECTION 4: MANAGEMENT COMPETENCIES: The annual rating for each competency should reflect performance in demonstrating the key behaviors. The employee should use the comments section to provide examples to the supervisor of how s/he demonstrated these behaviors.

<p>Leadership: Achieves results through people. Influences others to strive toward accomplishment of City and Department Vision and Goals by sharing know-how, encouragement, and guidance with others.</p> <p>Behavioral Indicators:</p> <ul style="list-style-type: none"> • Inspires and draws out the best from others, even under high-pressure or difficult circumstances. • Leads by example. • Takes into account citizen/customer and stakeholder priorities and employee input in determining a course of action. • Encourages cooperation and teamwork while leading a group of people toward a goal. • Fosters commitment of employees by encouraging them to see the link between one's own job responsibilities and the mission of the city and department. <p>Employee Comments:</p>	<p>Supervisor Rating:</p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Meets Expectations</p> <p><input type="checkbox"/> Needs Improvement</p> <p><input type="checkbox"/> Unacceptable</p> <p>Supervisor Comments:</p>
<p>Management: Achieves results through effective use of resources and processes. Develops and issues effective strategies and sets expectations that foster employee development and promote excellence; confronts and resolves problems, and provides direction toward the accomplishment of identified goals and objectives using Situational Leadership Principles and Tools.</p> <p>Behavioral Indicators:</p> <ul style="list-style-type: none"> • Identifies and leverages individual employee talents, delegates appropriate authority to achieve objectives, monitors employee progress, identifies training and development needs, and removes obstacles to employee accomplishment. • Manages departmental/division responsibilities with a consideration for customer service, safety, budgetary guidelines, and financial implications. • Uses a logical and systematic process to prioritize work, meet deadlines, and accomplish objectives. <p>Employee Comments:</p>	<p>Supervisor Rating:</p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Meets Expectations</p> <p><input type="checkbox"/> Needs Improvement</p> <p><input type="checkbox"/> Unacceptable</p> <p>Supervisor Comments:</p>
<p>Judgment/Decision Making: The ability to obtain and evaluate information from relevant sources. Uses information effectively to arrive at conclusions that are appropriate to the situation. Formulates main issues, concerns, and alternative choices, weighs the benefits and costs associated with them, and follows through to reach final decision.</p> <p>Behavioral Indicators:</p> <ul style="list-style-type: none"> • Uses a logical approach to solve problems or manage the situation at hand. • Recognizes connections or patterns between situations that are not obvious and identifies the key or underlying issues in complex situations. • Is persistent in his/her analysis of issues and problems to find solutions that best serve the city. <p>Employee Comments:</p>	<p>Supervisor Rating:</p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Meets Expectations</p> <p><input type="checkbox"/> Needs Improvement</p> <p><input type="checkbox"/> Unacceptable</p> <p>Supervisor Comments:</p>

Adaptability/Flexibility:

Adapts easily to change, sees the merits of differing positions, and modifies own positions and strategies in response to new information or changes in a situation. Encourages others to adapt to change. Effective in performing work under varying conditions, possesses an open-minded approach to situations and copes with unforeseen emergencies.

Behavioral Indicators:

- Encourages others to work through situations or issues involving ambiguity or setbacks by systematically evaluating options and establishing appropriate action plans.
- Adapts tactics or breaks down barriers to achieve optimal, timely results.
- Explores new business processes and/or technology, for self and others, to improve efficiency or quality of work products

Employee Comments:

Supervisor Rating:

- Exceeds Expectations
 Meets Expectations
 Needs Improvement
 Unacceptable

Supervisor Comments:

SECTION 5: Overall Rating, Comments, & Signatures

<input type="checkbox"/> Exceeds Expectations	Employee Exceeds Expectations for most objectives and competencies. This employee is viewed as making significant contributions to the department and City. There are no areas that Need Improvement or were Unacceptable.
<input type="checkbox"/> Meets Expectations	Employee Meets Expectations for most objectives and competencies. Employee is reliable and consistently delivers quality work. There are no areas that are Unacceptable.
<input type="checkbox"/> Needs Improvement	Employee Needs Improvement in more than one area of work or for a critical objective listed in Section 1 that encompasses a large portion of their responsibility for the performance period. Some objectives and competency areas Meet or Exceed Expectations. Although the employee is contributing positively to the City, some areas fall below stated expectations. Development goals should be established.
<input type="checkbox"/> Unacceptable	Performance was Unacceptable for one or more objectives or competencies. Overall performance is inadequate for the position and cannot continue at the current level. The supervisor should create a Performance Improvement Plan with the employee and revisit performance in 3 months.

Areas for development and/or training needs identified for next performance year:

Supervisor Comments:

Supervisor Signature:

Date:

Employee Comments:

Signatures indicate only that a thorough discussion has taken place. Employees have 5 work days from receipt of evaluation to make a written rebuttal to his/her department director.

Will Rebut: Will Not Rebut:

Employee Signature:

Date:

Department Head Signature (if not the supervisor):

Date:

Engagement Survey Results

% agree

I have clear work objectives	87%
I have a clear understanding of my dept mission	86%
I know how my work supports my dept mission	89%
I know what is expected of my on the job	93%
I think that my performance is evaluated fairly	71%
The feedback I receive helps me improve perf	70%
My supervisor helps me to understand how I contribute to my depart mission	71%
My supervisor treats me with respect	83%
I am trusted to carry out my job effectively	95%

