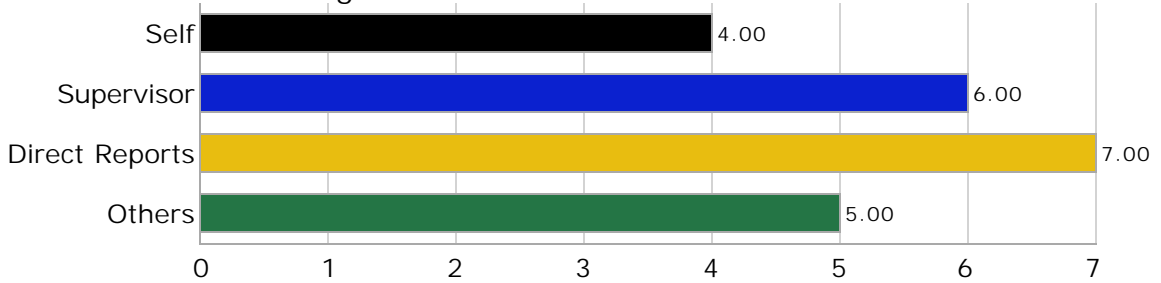


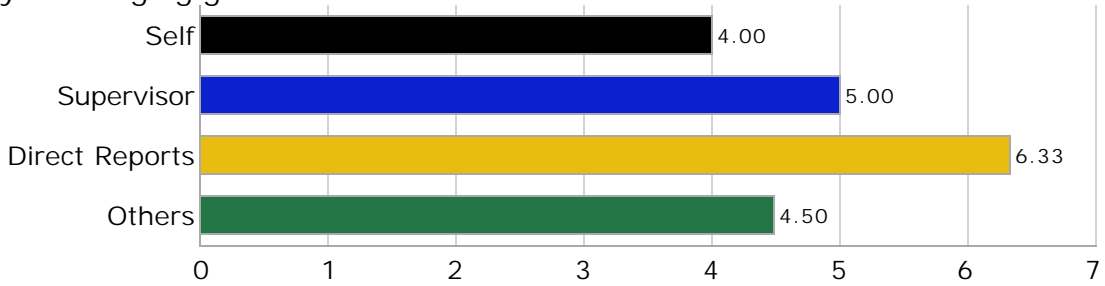
COMPETENCY ANALYSIS

Committing to Learning and Growth:  
By Competency - Observer Rating Average

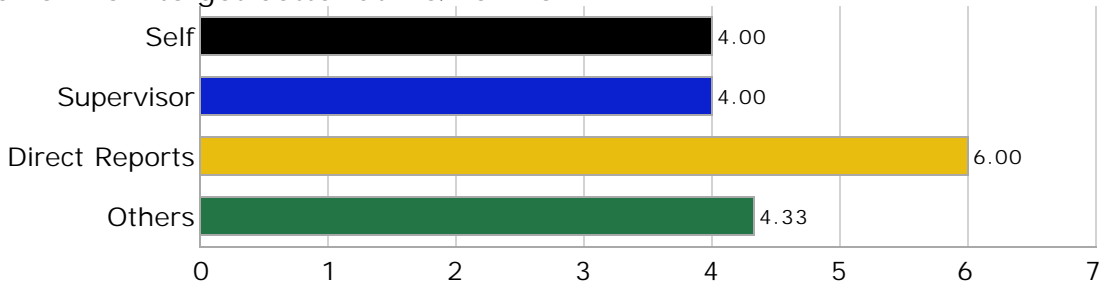
Question 1.  
Keeps up-to-date in his/her knowledge base.



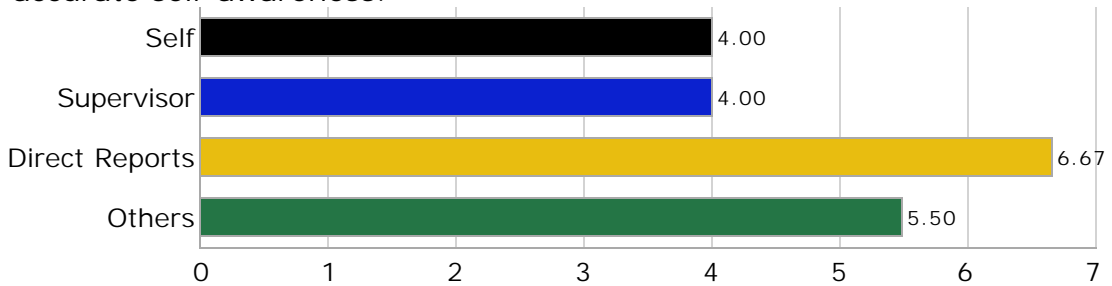
Question 2.  
Sets personally challenging goals and achieves them.



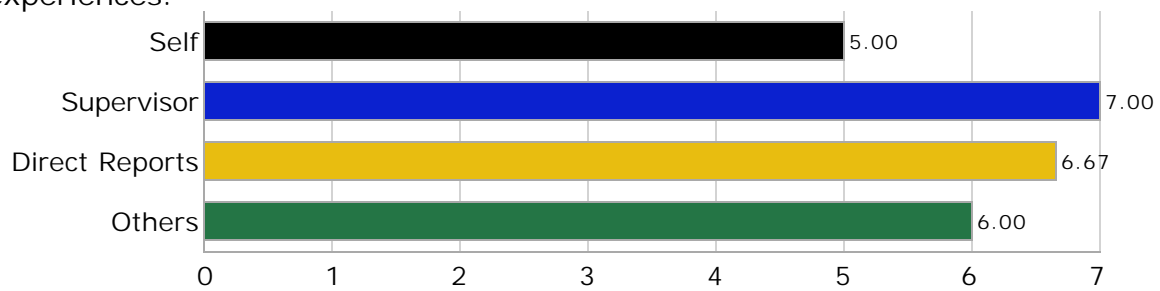
Question 3.  
Seeks feedback on how to get better at his/her work.



Question 4.  
Demonstrates accurate self-awareness.



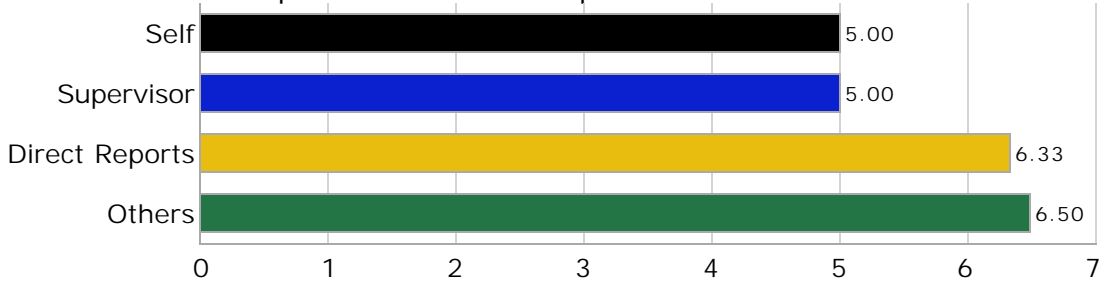
Question 5.  
Learns from experiences.



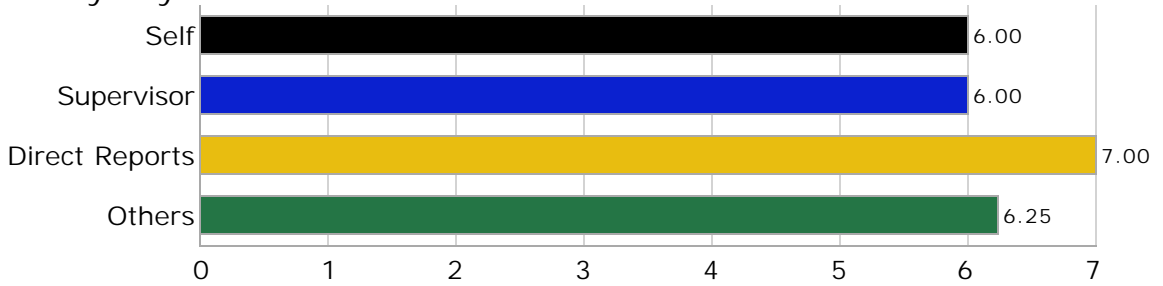
COMPETENCY ANALYSIS

Acting with Integrity:  
By Competency - Observer Rating Average

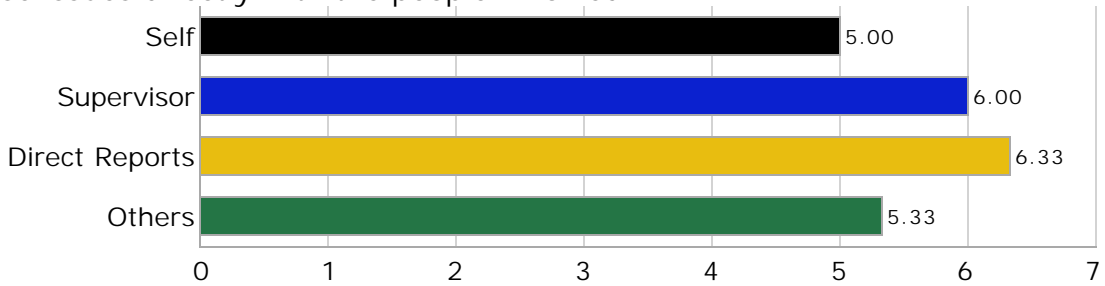
Question 6.  
Exhibits the values that he/she speaks of in the workplace.



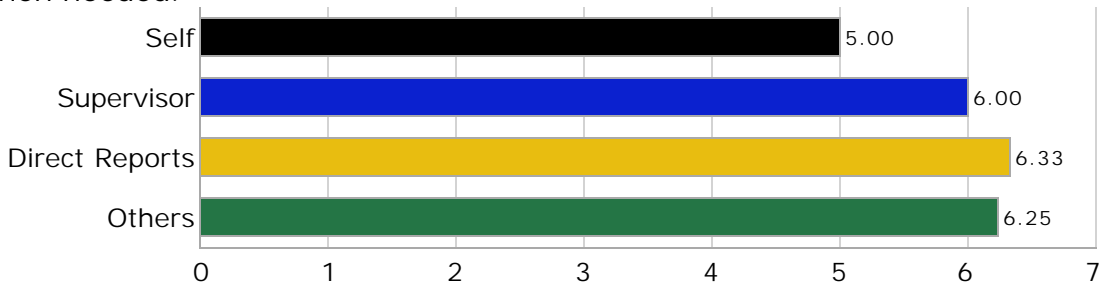
Question 7.  
Acts in a trustworthy way.



Question 8.  
Addresses tense issues directly with the people involved.

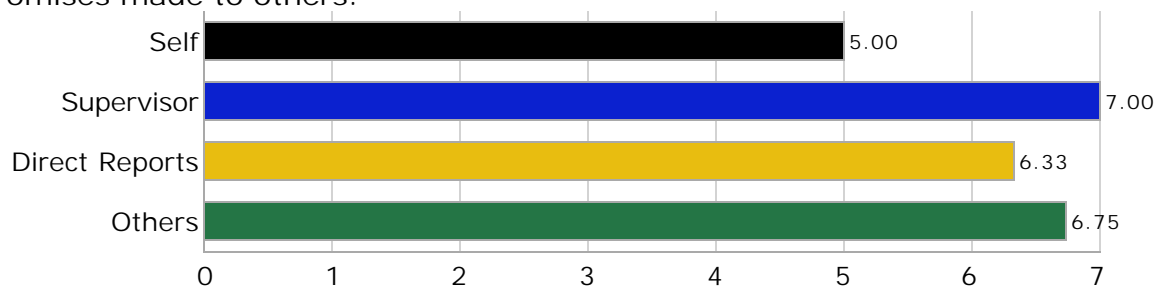


Question 9.  
Stands firm when needed.



Question 10.

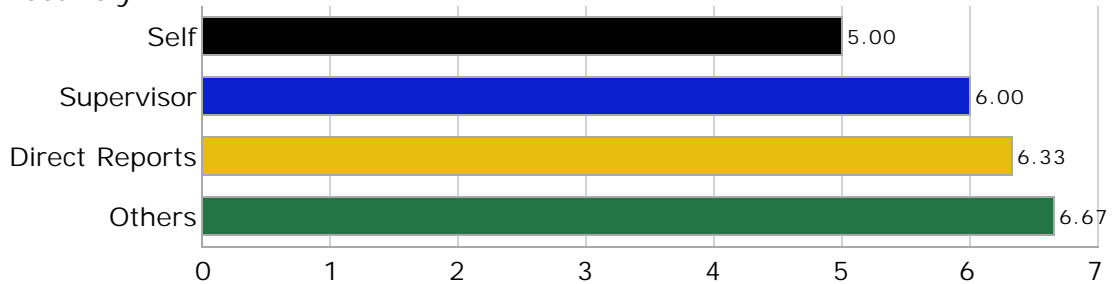
Delivers on promises made to others.



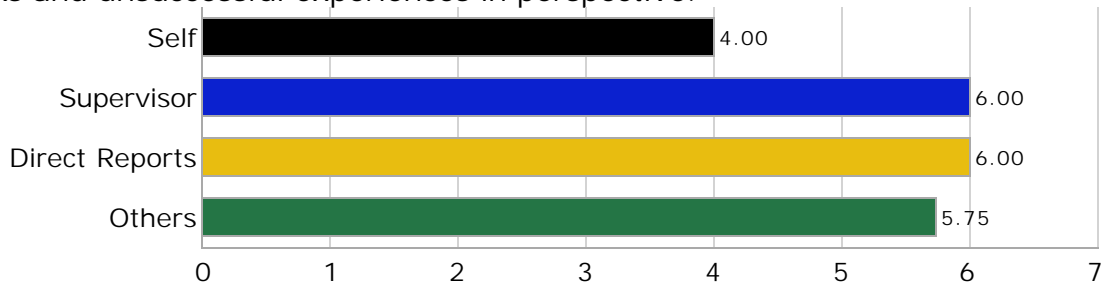
## COMPETENCY ANALYSIS

Exhibiting Personal Leadership :  
By Competency - Observer Rating Average

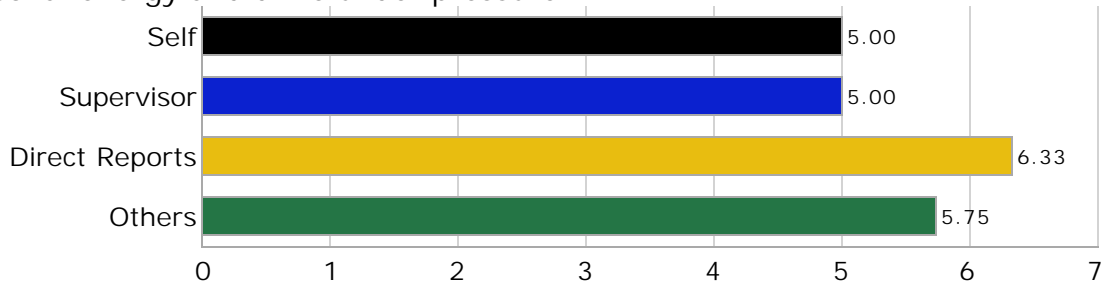
Question 11.  
Utilizes time effectively.



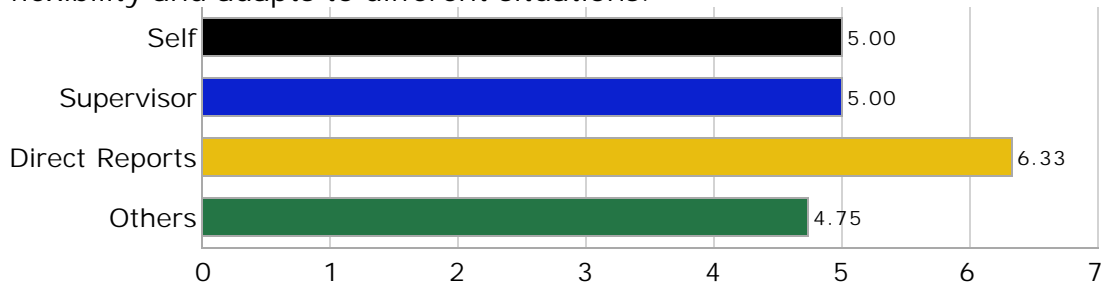
Question 12.  
Keeps setbacks and unsuccessful experiences in perspective.



Question 13.  
Maintains personal energy and drive under pressure.

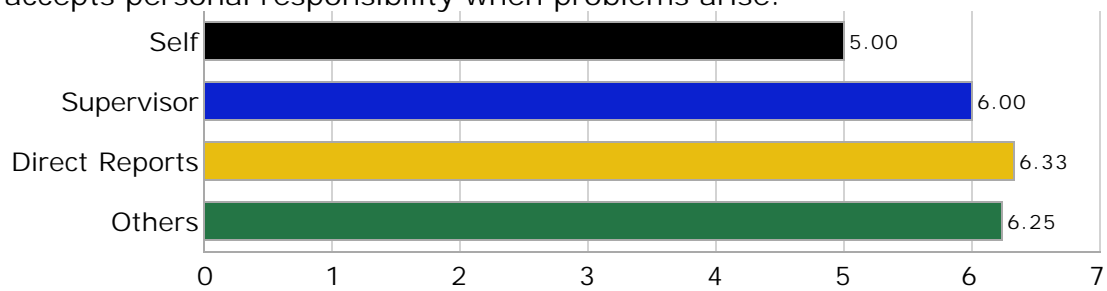


Question 14.  
Demonstrates flexibility and adapts to different situations.



Question 15.

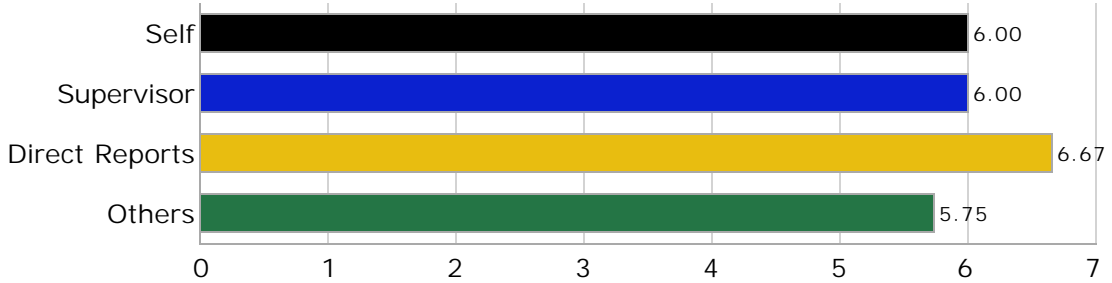
Appropriately accepts personal responsibility when problems arise.



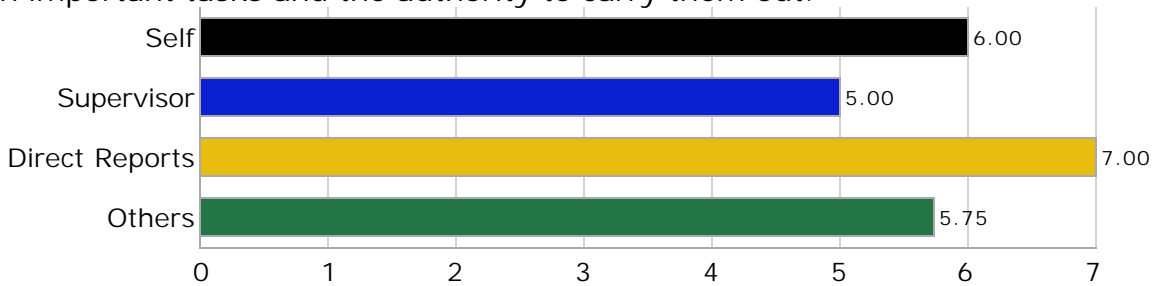
COMPETENCY ANALYSIS

Developing Employees:  
By Competency - Observer Rating Average

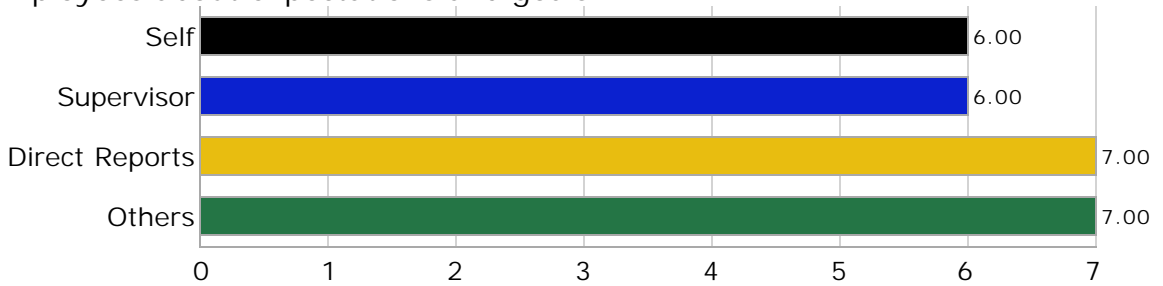
Question 16.  
Acknowledges the contributions of others.



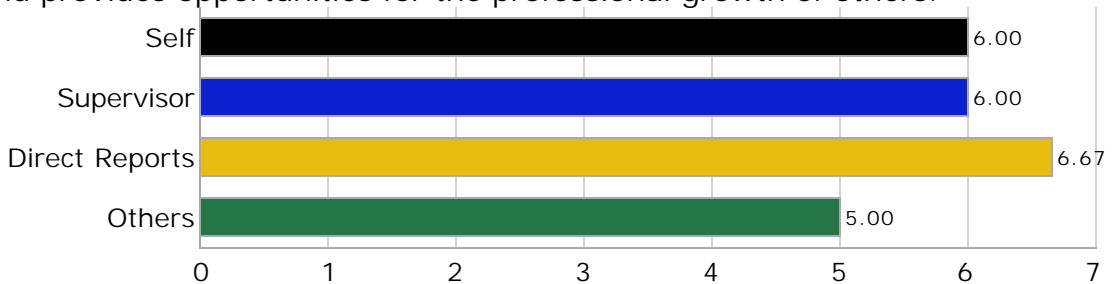
Question 17.  
Delegates both important tasks and the authority to carry them out.



Question 18.  
Is clear with employees about expectations and goals.

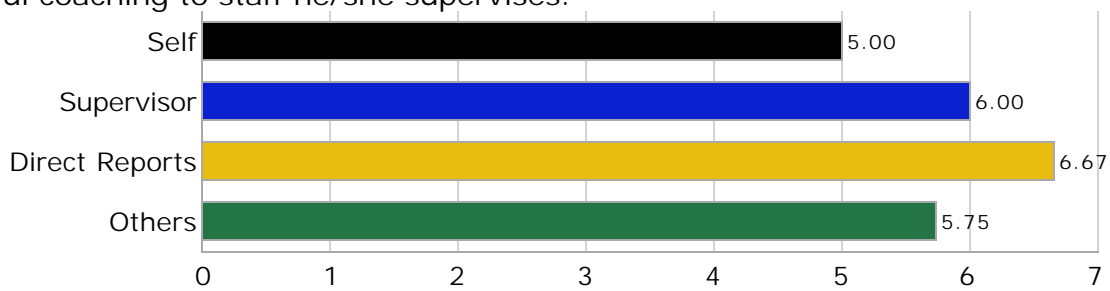


Question 19.  
Encourages and provides opportunities for the professional growth of others.



Question 20.

Provides helpful coaching to staff he/she supervises.

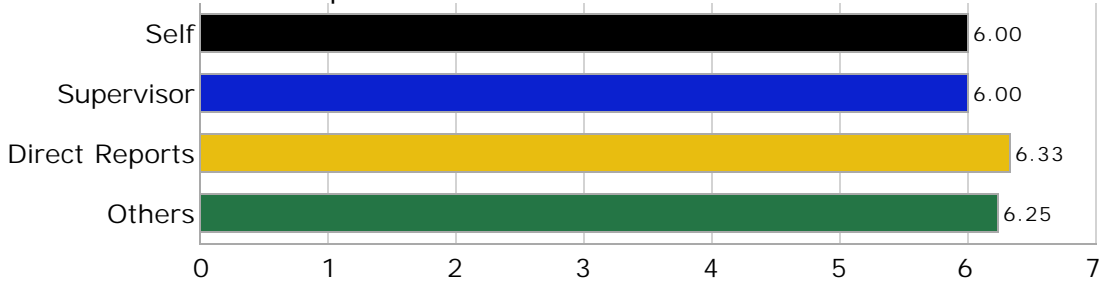




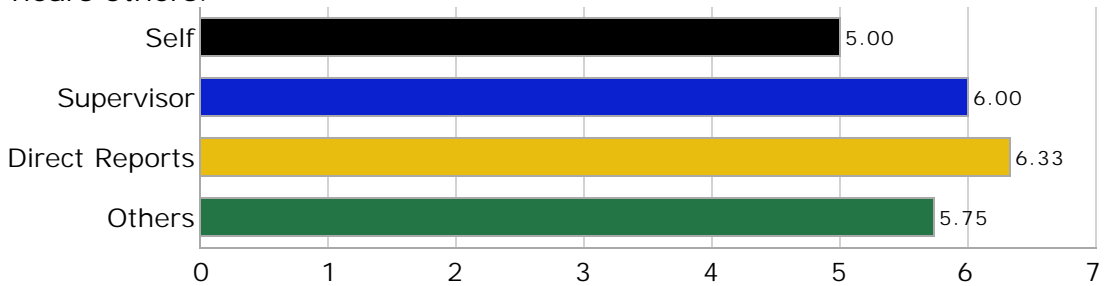
COMPETENCY ANALYSIS

Communicating Effectively:  
By Competency - Observer Rating Average

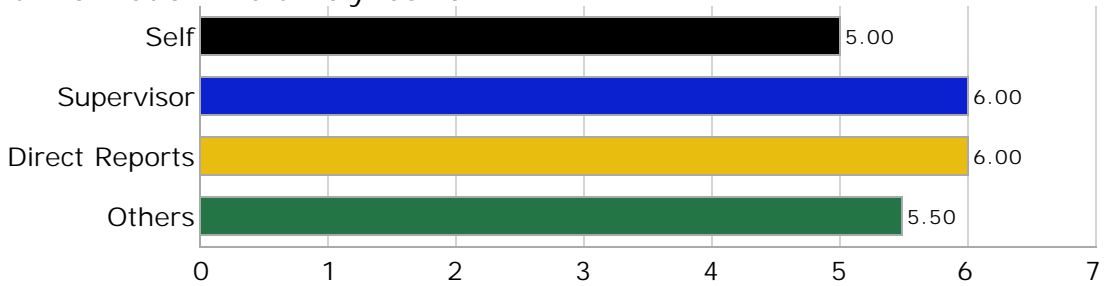
Question 21.  
Asks others to share ideas and viewpoints.



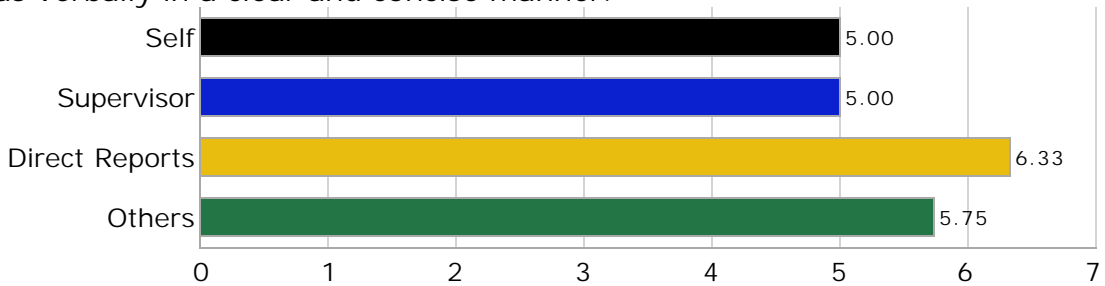
Question 22.  
Listens to and hears others.



Question 23.  
Shares relevant information in a timely fashion.

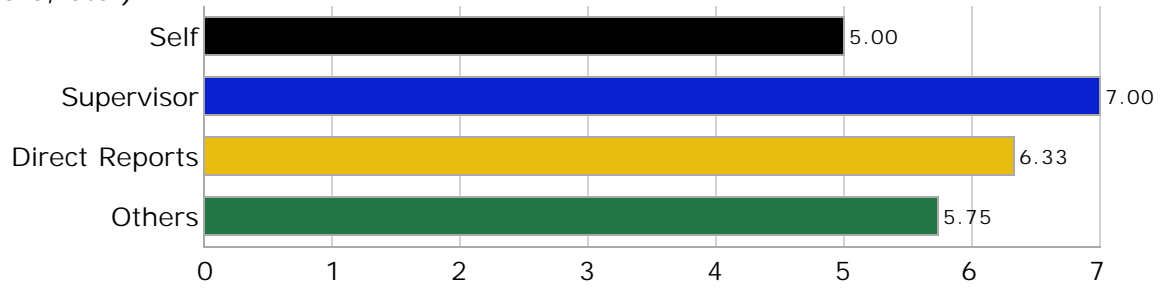


Question 24.  
Expresses ideas verbally in a clear and concise manner.



Question 25.

Relates effectively to external constituencies (e.g. customers, advocacy, groups, the Governor's office, legislators, etc.).

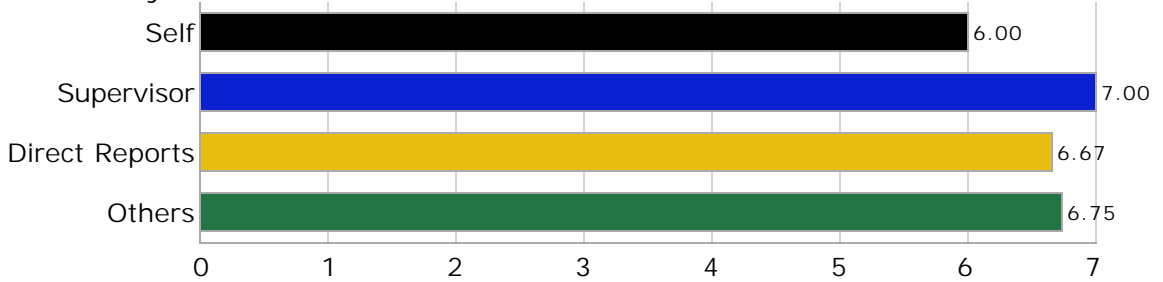


COMPETENCY ANALYSIS

Demonstrating Interpersonal Skills:  
By Competency - Observer Rating Average

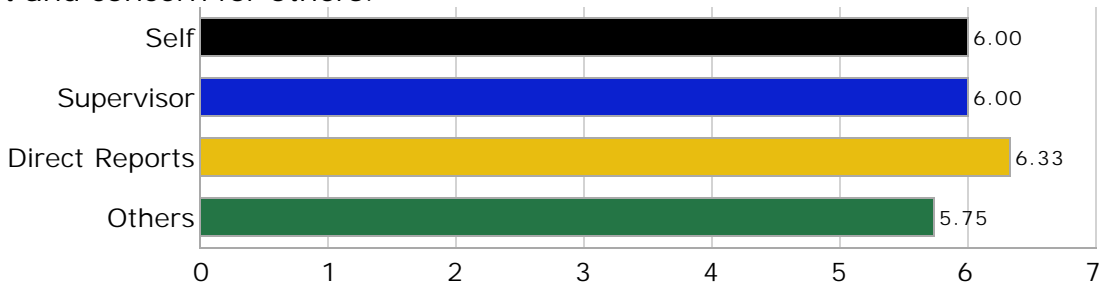
Question 26.

Fosters an environment within the office where others feel comfortable regardless of age, gender, race, or ethnicity.



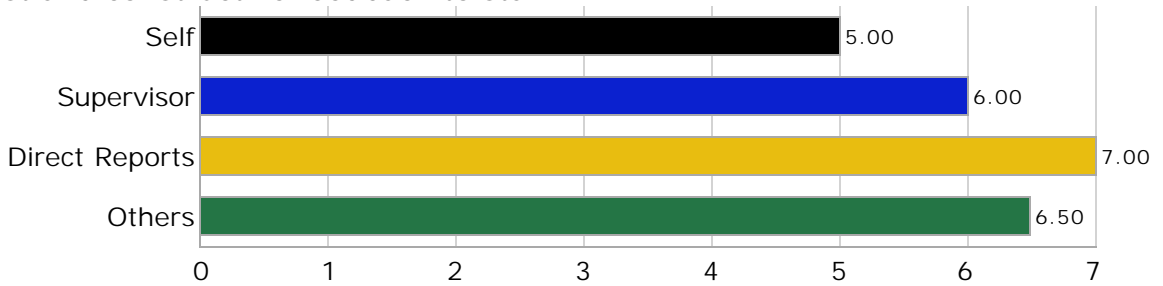
Question 27.

Shows interest and concern for others.



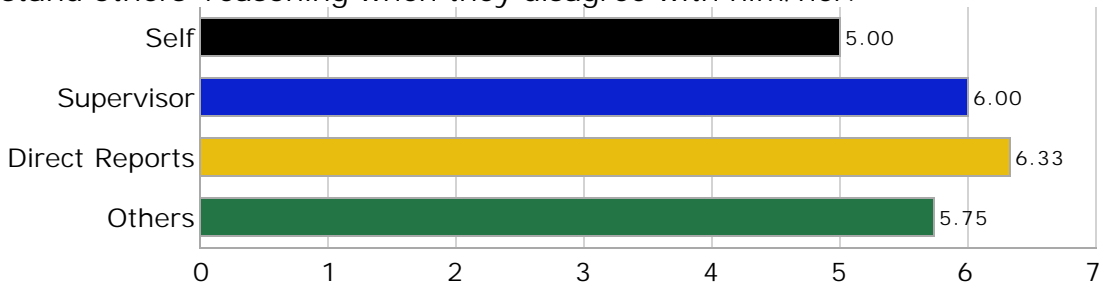
Question 28.

Provides honest and constructive feedback to staff.

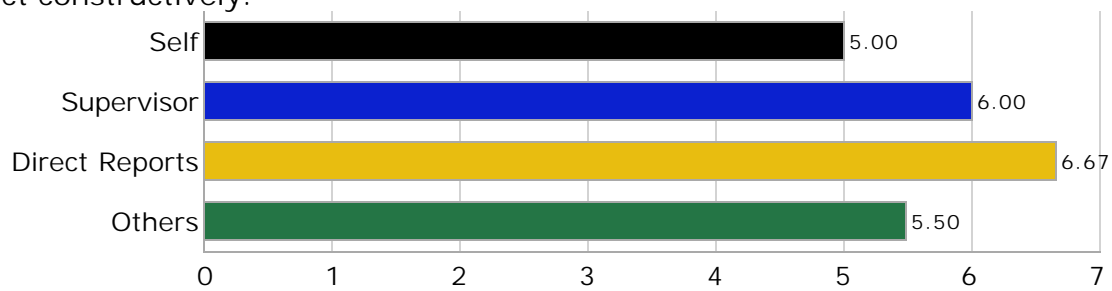


Question 29.

Tries to understand others' reasoning when they disagree with him/her.



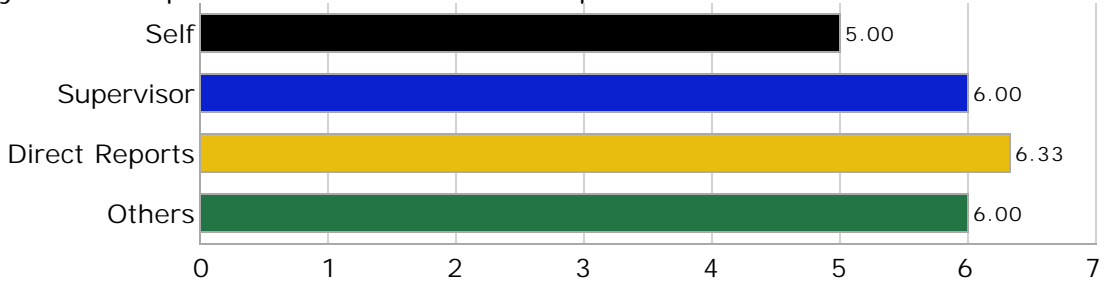
Question 30.  
Handles conflict constructively.



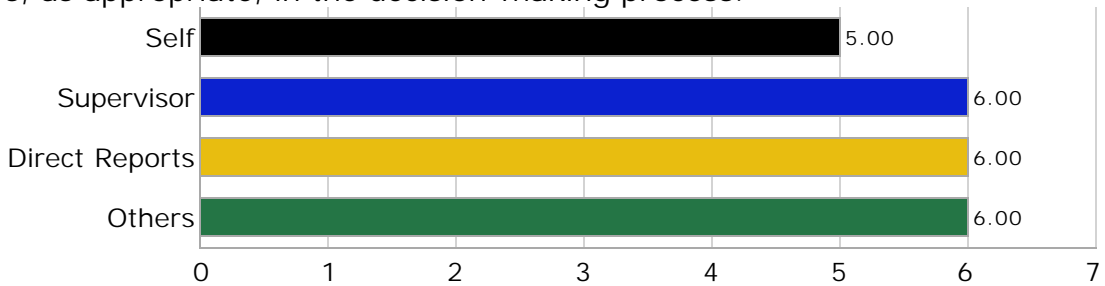
COMPETENCY ANALYSIS

Making Effective Decisions:  
By Competency - Observer Rating Average

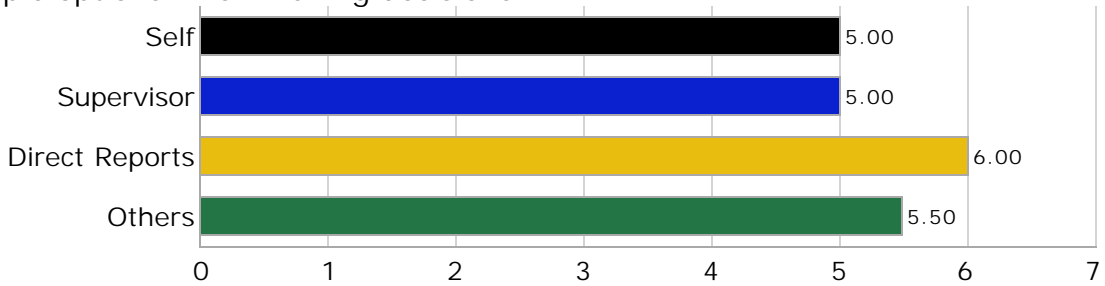
Question 31.  
Gathers and synthesizes pertinent information for important decisions.



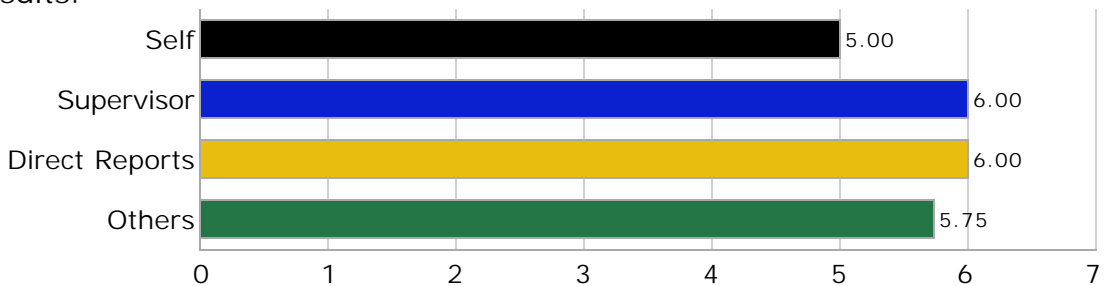
Question 32.  
Involves others, as appropriate, in the decision-making process.



Question 33.  
Explores multiple options when making decisions.

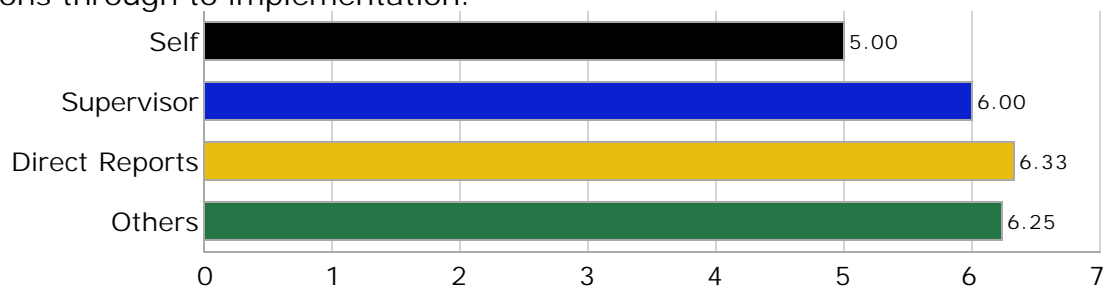


Question 34.  
Focuses on results.



Question 35.

Follows decisions through to implementation.

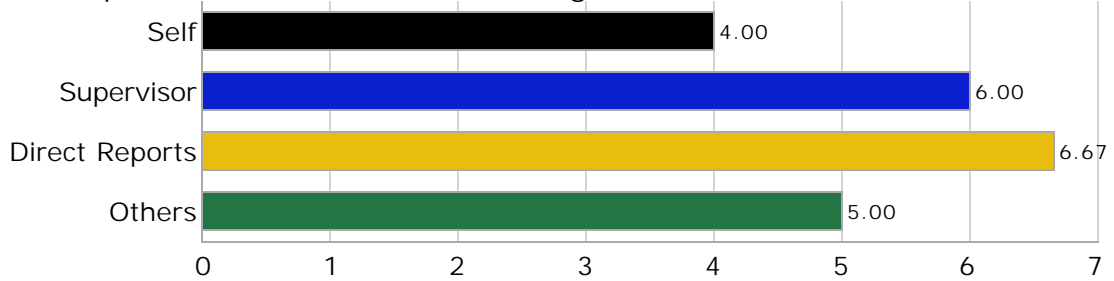


## COMPETENCY ANALYSIS

Leading Strategically:  
By Competency - Observer Rating Average

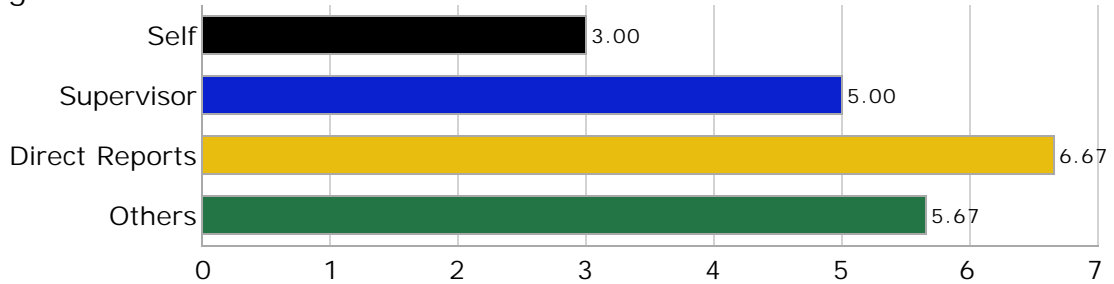
Question 36.

Promotes the development of a shared vision among staff.



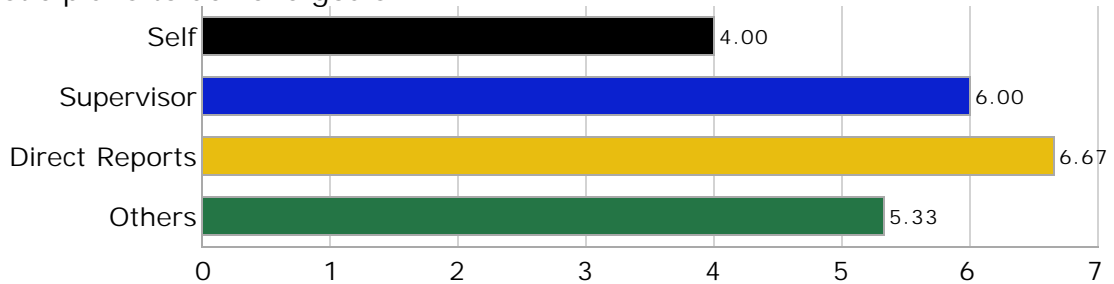
Question 37.

Sets strategic goals.



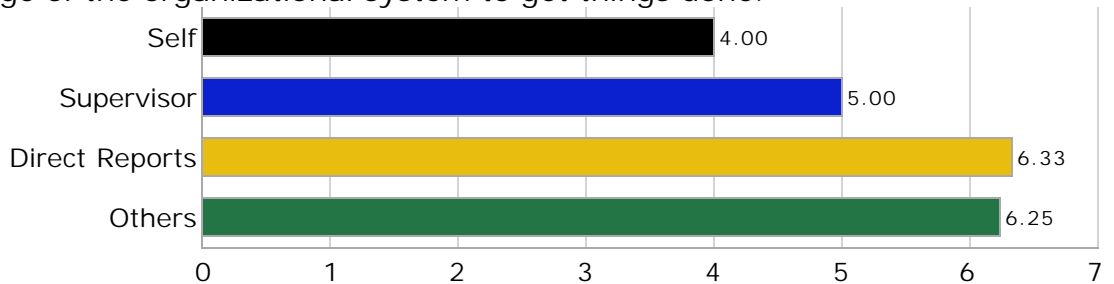
Question 38.

Develops realistic plans to achieve goals.



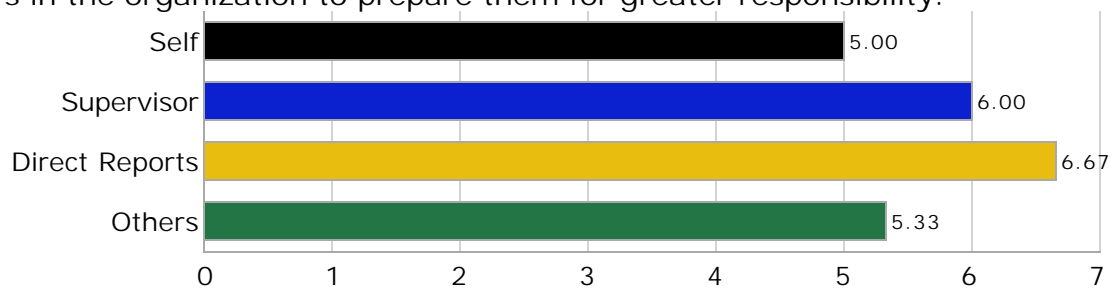
Question 39.

Uses knowledge of the organizational system to get things done.



Question 40.

Mentors others in the organization to prepare them for greater responsibility.

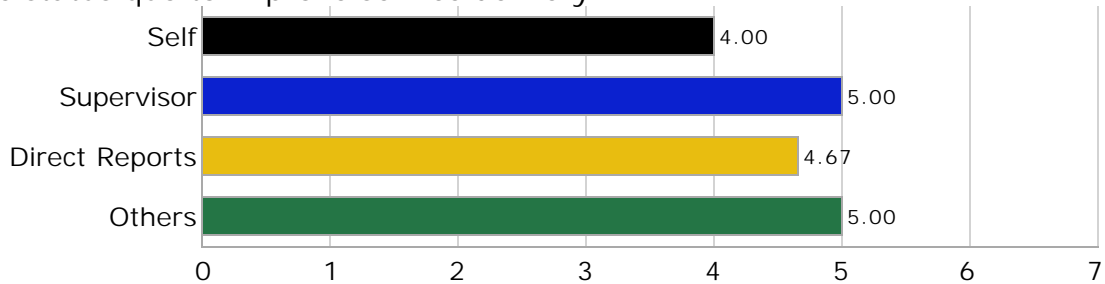




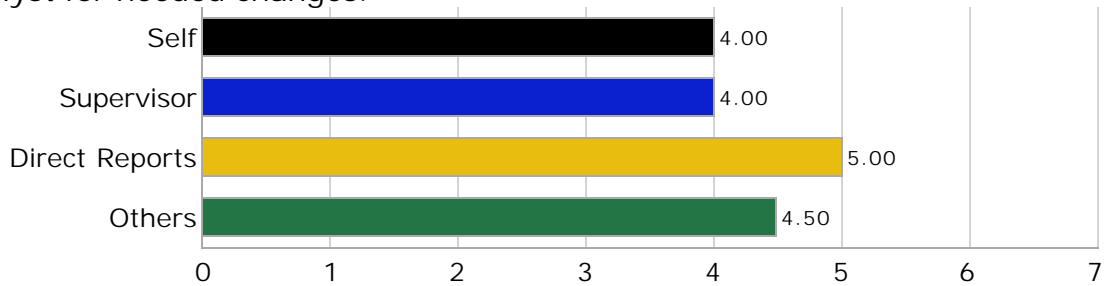
## COMPETENCY ANALYSIS

Stimulating Innovation:  
By Competency - Observer Rating Average

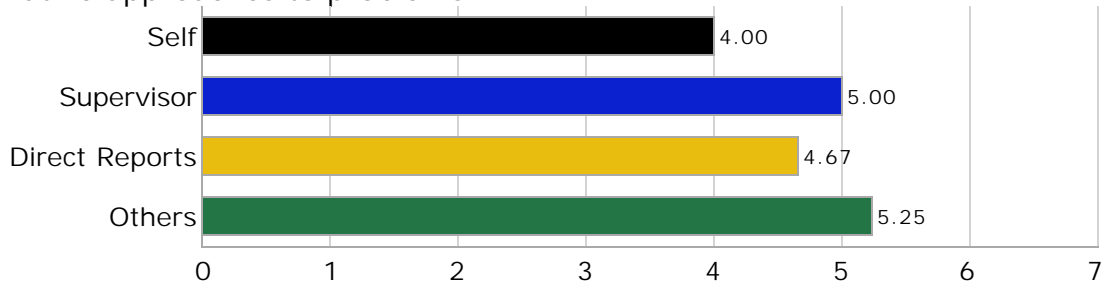
Question 41.  
Challenges the status quo to improve service delivery.



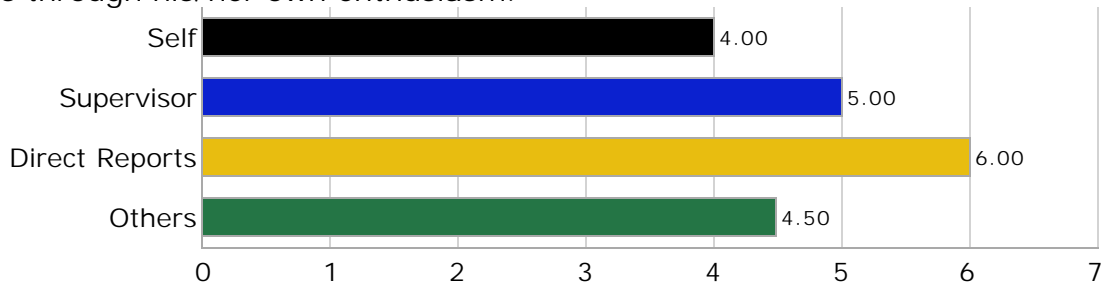
Question 42.  
Acts as a catalyst for needed changes.



Question 43.  
Proposes innovative approaches to problems.

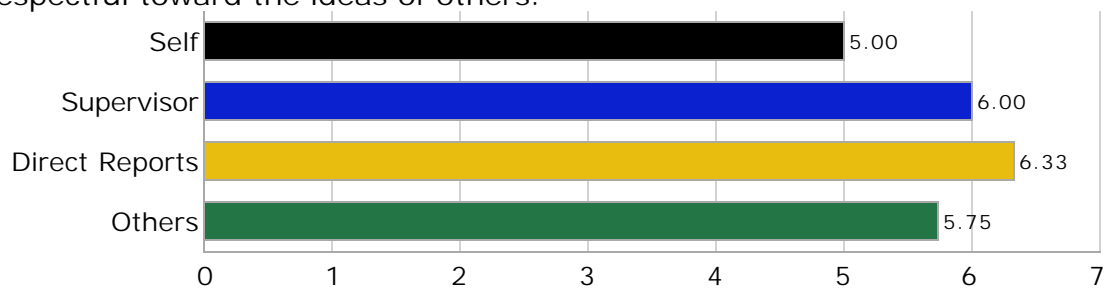


Question 44.  
Inspires others through his/her own enthusiasm.



Question 45.

Is open and respectful toward the ideas of others.



## GENERAL RESULTS

### Question 46.

What are this person's greatest strengths?

- | (Supervisor) Dedicated to his job. Focused on results. Works well with customers.
- | (Direct Reports) He attempts to do the best job possible for every project and he also tries to train his employees for advancement.
- | (Direct Reports) Out of all the individuals that I work with on a daily basis, I feel that this individual is one of the most well rounded individuals I have ever had the pleasure of working with. He is an excellent supervisor, he always maintains a professional manner, works well with all individuals in the agency, willingly takes on additional duties as they develop in our constantly changing work environment, leads by example, exceptional work ethics. A true blessing to work with such a strong and caring individual. A true asset to the Agency and to the Commonwealth of Virginia.
- | (Direct Reports) Vernon is a very proactive and consistent person when it comes to his work performance and decision making process as a supervisor. He is continuously providing feedback, relative instruction and information pertaining to the operation of the agency.
- | (Others) This person is very experienced in his field of expertise. He is attuned to the needs of his tasks and is detail oriented with respect to projects. He is reliable and dedicated.
- | (Others) detail oriented, honest & trustworthy, knowledgeable, gets things done.
- | (Others) Vernon's greatest strengths are his honesty and work ethic. If you give a project to him, you can count on it getting done. He is very fair in distributing the work between his employees and is always easy to talk to if you have any issues that need to be addressed.
- | (Others) He is very responsible, dependable, thorough and a good team player. He gets along well with others and can work with all levels of staff and customers. He is very approachable to discuss problems, and helpful in looking for solutions.

### Question 47.

What specific adjustment(s) in behavior would be most beneficial?

- | (Supervisor) None
- | (Direct Reports) None that I can currently think of.
- | (Direct Reports) As far as bosses (and people in general) go, I can't think of anything.
- | (Direct Reports) I don't have any behavior adjustment recommendations for Vernon. He has proved to be very employee conscious when provided criticism and in daily interactions with the public.
- | (Others) Vernon strives for perfection, which can be a very good thing. Because of that, sometimes he gets too caught up in the minute details and may not see a larger issue.
- | (Others) He should focus on doing the right things rather than doing things right. He tends to criticize his reports in public and should refrain from doing so. Praise in public, criticize in private. He refrains from utilizing collaborative skills and is reserved in his manner.
- | (Others) quicker to respond to questions; seems a little slow to respond sometimes in terms of developing answers; as though thinking and internalizing too much.
- | (Others) He might benefit from being a little more willing to make decisions, or take a position on something, independently. He might also benefit from being more flexible in his thinking or way of doing things.

Question 48.

In what specific way(s) do you think this person has grown professionally during the time you have known him/her?

- | (Supervisor) More confident dealing with customers regarding technical issues. Willing to accept more responsibility. Wants to take on more responsibility. Has grown as a manager. A masters degree would help him grow professionally and technically.
- | (Direct Reports) He is genuinely concerned about his job and his employees' well-being.
- | (Direct Reports) Vernon has grown professionally in his ability to allow employees to self-teach. Allowing one to fulfill tasks in a manner that is comfortable to him/her as long as it isn't sacrificing time, performance or quality. Though I've only know him for a short amount of time, his trust in my overall work performance shows that he's confident in his training ability and role as manager/supervisor.
- | (Direct Reports) This individual has gone from being supervised into supervising staff who now fall under him in his section. He never takes anything for granted with employees he supervises and makes sure that they are always aware of what is expected of them and that their performance reflects positively not only on themselves but also upon him, the agency, and the Commonwealth of Virginia. Takes classes constantly updating his knowledge and skill set to meet the demands of the job.
- | (Others) He has grown dramatically in his knowledge and understanding of all aspects of the agency's business and the aviation industry. He has also gained much experience in successfully managing people, including a division of the agency for a period of 9 months.
- | (Others) has acquired a vast knowledge of the operations of the agency; has become more efficient in general; able to multitask well.
- | (Others) Vernon has become more comfortable with sharing his opinions with others. He is very good at thinking outside of the box and seeing issues from a different angle. He often has a fresh perspective on an idea or topic that others have not thought about. This is very valuable to our Department.
- | (Others) Since I have been working with him, he has earned his bachelor's degree in his field of engineering. He has demonstrated an ability to manage projects well. He has taken the initiative to attend VEI.