

IRIS Upward Feedback Survey Report

IRIS Designed, developed and implemented an IRIS Upward Feedback Survey for employees to review their managers anonymously in order to establish a baseline of how well managers possess and exercise IRIS key attributes. Results will be returned to the manager for use as another smart tool for improvement. The following table reflects the overall scores for the IRIS Directorate and Divisions.

IUFS Scoring Categories:

- Rock Star - *You are a leadership rock star who sells out arenas wherever you go with people eager to have you lead!*
- Opening Band - *You are a good band with loyal fans of your leadership style!*
- Garage Band - *Practice is starting to pay off and more gigs will likely come your way. Keep tuning your leadership skills!*
- Karaoke Singer - *You have potential. Focus on these areas and become a rock star!*

Rock Star 4.00 - 3.50 <i>"Strongly Agree"</i>	Opening Band 3.49 - 3.00 <i>"Agree"</i>	Garage Band 2.99 - 2.00 <i>"Disagree"</i>	Karaoke Singer 1.99 - 0.00 <i>"Strongly Disagree"</i>
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IRIS Upward Feedback Survey Attribute Averages by Division

	Front Office	Biometrics Division	National Records Center	Records Division	Verification Division	IRIS
	Avg	Avg	Avg	Avg	Avg	
Attribute1	3.45	3.51	3.38	3.18	3.27	3.31
Attribute2	3.55	3.60	3.52	3.20	3.37	3.42
Attribute3	3.60	3.61	3.47	3.26	3.32	3.37
Attribute4	3.31	3.63	3.55	3.24	3.43	3.46
Attribute5	3.55	3.60	3.45	3.24	3.37	3.40
Attribute6	3.51	3.52	3.51	3.25	3.34	3.40
Attribute7	3.36	3.55	3.43	3.26	3.31	3.35
Attribute8	3.46	3.44	3.45	3.21	3.33	3.36
Attribute9	3.42	3.57	3.48	3.24	3.33	3.38
Attribute10	3.63	3.69	3.42	3.16	3.29	3.34
Attribute11	3.46	3.60	3.51	3.19	3.37	3.41
Attribute12	3.58	3.63	3.57	3.28	3.41	3.46
Attribute13	3.51	3.52	3.50	3.25	3.37	3.41
Attribute14	3.37	3.61	3.48	3.24	3.36	3.40
Attribute15	3.56	3.43	3.43	3.17	3.30	3.34
Attribute16	3.42	3.46	3.44	3.17	3.31	3.35
Attribute17	3.44	3.58	3.48	3.20	3.33	3.38
Attribute18	3.35	3.65	3.63	3.40	3.48	3.52
Overall Score	3.49	3.56	3.48	3.22	3.34	3.39



Appendix A - IUFS Questions 1-30

Attribute 1: Be a Good Coach

- Q01 My supervisor inspires me
- Q02 My supervisor guides me when I need assistance
- Q03 My supervisor uses my ideas to create change and improvement

Attribute 2: Empower employee independence

- Q04 My supervisor is hands off and allows me to manage my work
- Q05 My supervisor allows me to perform my job nearly independently and without involvement by him/her or other mgt.
- Q06 My supervisor allows me to handle the details of my projects
- Q07 My supervisor performs at his/her level of seniority
- Q08 My supervisor does not believe that his/her position on an issue is always the best option
- Q09 My supervisor demonstrates leadership competencies more than technical competencies

Attribute 3: Inspire Through a High-Freedom Environment Where Employees Can Think and Act Independently and Creatively

- Q10 My supervisor gives me time and freedom to think of new ways of performing my job
- Q11 My supervisor gives me freedom to be creative
- Q12 My supervisor balances giving freedom with being available for guidance or direction when needed
- Q13 My supervisor encourages and allows me to engage and interact with whoever at all levels of mgt. to achieve results
- Q14 My supervisor does not require me to go through a chain of command structure to obtain support for new ideas

Attribute 4: Demonstrate Genuine Sincere Interest, Care and Concern About Employee Success and Personal Well-Being

- Q15 My supervisor is genuinely interested in my success
- Q16 My supervisor is sincerely concerned about my professional and personal well-being

Attribute 5: Support Employee Development

- Q17 My supervisor encourages me to take chances and explore ideas beyond my level of comfort
- Q18 My supervisor requires me to continuously develop and evolve
- Q19 My supervisor supports me in pursuing new knowledge or developmental opportunities in any area of interest
- Q20 My supervisor allows me to generate ideas in any area where I can be of assistance and further an objective

Attribute 6: Be Results Oriented

- Q21 My supervisor is results-oriented
- Q22 My supervisor affords me a great deal of latitude to determine the process to reach the result
- Q23 My supervisor has enough technical knowledge to assist me when necessary
- Q24 My supervisor is a high-performer
- Q25 My supervisor constantly looks forward and supports continuous improvement

Attribute 7: Provide Timely and Actionable Feedback

- Q26 My supervisor provides me with timely feedback
- Q27 My supervisor provides me with feedback I can use on my next project or case
- Q28 My supervisor provides feedback in a positive way

Attribute 8: Understand and Execute the Big Picture

- Q29 My supervisor can answer questions about my work functions and understands how they fit within the overall org.
- Q30 My supervisor communicates the “big picture” when delivering actions or tasks

Appendix A - IUFS Questions 31-65

Attribute 9: Be a Great Communicator

- Q31 My supervisor defaults to open, not closed, when communicating and sharing information
- Q32 My supervisor listens to me and hears what I am saying
- Q33 My supervisor responds in a timely manner and provides substantive value

Attribute 10: Have a Clear Understanding of Directorate Vision, Mission and Goals

- Q34 My supervisor clearly communicates the Directorate's vision and mission
- Q35 My supervisor clearly communicates the Directorate's goals
- Q36 My supervisor links division priorities and goals that cascade from those of the Directorate's
- Q37 My supervisor understands and communicates the Directorate's purpose

Attribute 11: Build Absolute Trust and Confidence

- Q38 My supervisor instills confidence by making consistent decisions
- Q39 My supervisor trusts me by consistently being open and transparent
- Q40 My supervisor trusts me to make decisions without permission
- Q41 My supervisor can be trusted with sensitive personal information that must be kept private

Attribute 12: Demonstrate Unquestionable Integrity

- Q42 My supervisor demonstrates integrity by not taking credit for the successes of others
- Q43 My supervisor follows through on promises

Attribute 13: Don't Fear Mistakes

- Q44 My supervisor encourages me to try new approaches
- Q45 My supervisor supports trying new approaches, even when there is a possibility for failure
- Q46 My supervisor does not engage in retribution or promote consequences for honest mistakes
- Q47 My supervisor supports learning from mistakes

Attribute 14: Be Committed

- Q48 My supervisor is committed and dedicated to the mission
- Q49 My supervisor is committed and dedicated to me
- Q50 My supervisor continuously learns and engages in self-development
- Q51 My supervisor is not afraid to be coached
- Q52 My supervisor shows dedication through enthusiasm and compassion for me and my efforts
- Q53 My supervisor is open to learning from me

Attribute 15: Encourage, Recognize and Reward Truly Extraordinary Work

- Q54 My supervisor allows me to challenge conventional wisdom
- Q55 My supervisor is interested in the best way, not his/her way
- Q56 My supervisor recognizes individuals who perform extraordinary work based on a meritocratic system
- Q57 My supervisor makes me feel terrific when I accomplish something extraordinary

Attribute 16: Be Active and Involved With Employees Who Underperform

- Q58 My supervisor is not afraid to have difficult conversations
- Q59 My supervisor outlines performance expectations and has productive conversations when expectations are not being met

Attribute 17: Have a Positive Attitude and Outlook

- Q60 My supervisor has a positive attitude about work
- Q61 My supervisor's passion and enthusiasm is contagious
- Q62 My supervisor's attitude and outlook serve as a source of energy and inspiration
- Q63 My supervisor has a good sense of humor

Attribute 18: Demonstrate Adaptability and Agility

- Q64 My supervisor demonstrates flexibility when priorities, tasks or projects change
- Q65 My supervisor demonstrates adaptability when deadlines or schedules change