

Org
Logo

Program Name

First Last
Name Date

List of Raters

This is a list of raters who were invited to take the Assessment for you.

#	First Name	Last Name	Relationship
1			Peer
2			Peer
3			Peer
4			Direct Report
5			Supervisor
6			Peer
7			Direct Report
8			Direct Report
9			Peer
10			Peer
11			Peer
12			Peer
13			Peer
14			Direct Report
15			Peer
16			Peer
17			Direct Report
18			Peer
19			Peer
20			Direct Report

Mean Scores by Competency by Relationship

This report provides an overview of your feedback organized by the Competencies that the questions are divided into. In addition, the report shows the variation in scores by the relationship of the raters to you. N signifies how many raters from each type of relationship completed the Assessment. These scores are roll-ups of the question scores within each Competency, e.g., if there are three questions in "Competency A," the Competency score is a roll-up average of those three questions.

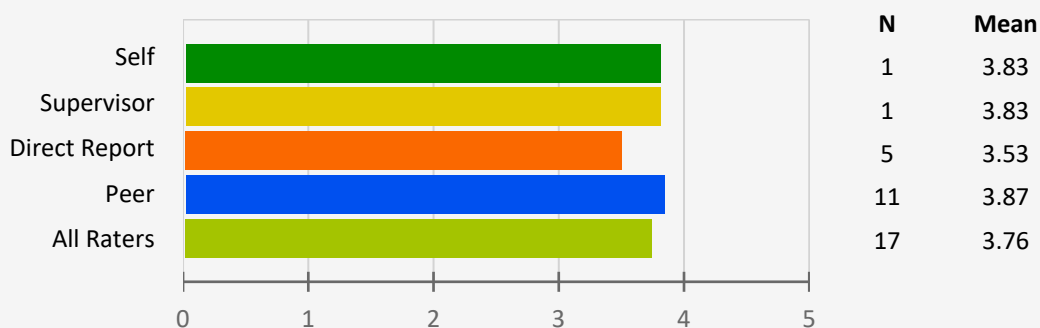
In order to show the scores for each relationship, there is a minimum number of respondents who must have completed the Assessment. If you see a column of LR (Limited Responses) scores, this means that the minimum number of raters for this relationship was not met. However, the scores for the LR relationship(s) are included in the Summary row. This is done to protect anonymity.

Understanding this report will allow for a foundation upon which to base the rest of your 360 analysis.

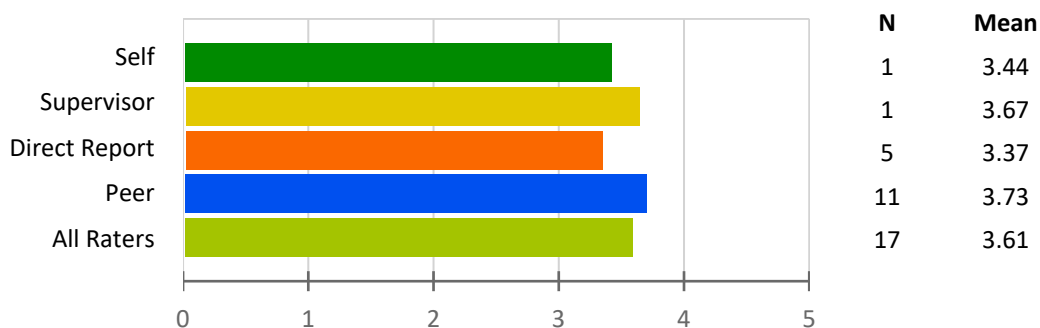
Scale | 1 Strongly Disagree | 2 Disagree | 3 Neither Disagree Nor Agree | 4 Agree | 5 Strongly Agree

Key | LR Limited Response | NA Not Applicable

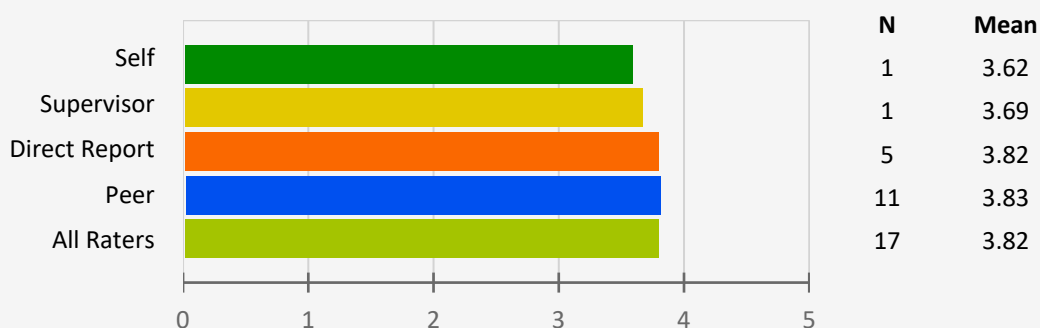
LEADING CHANGE



LEADING PEOPLE

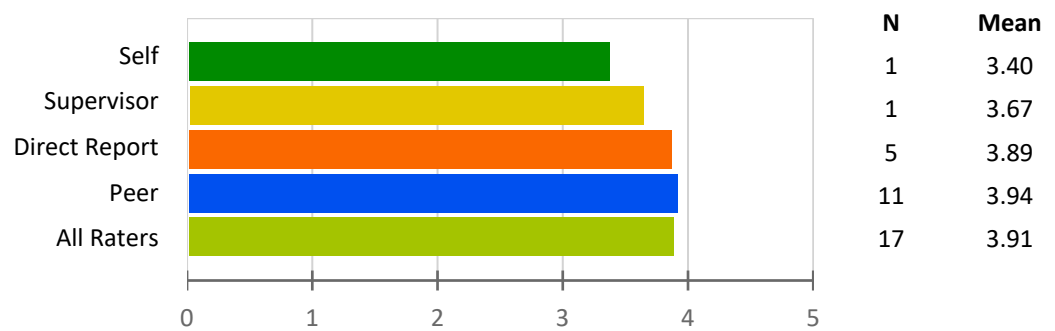


RESULTS DRIVEN

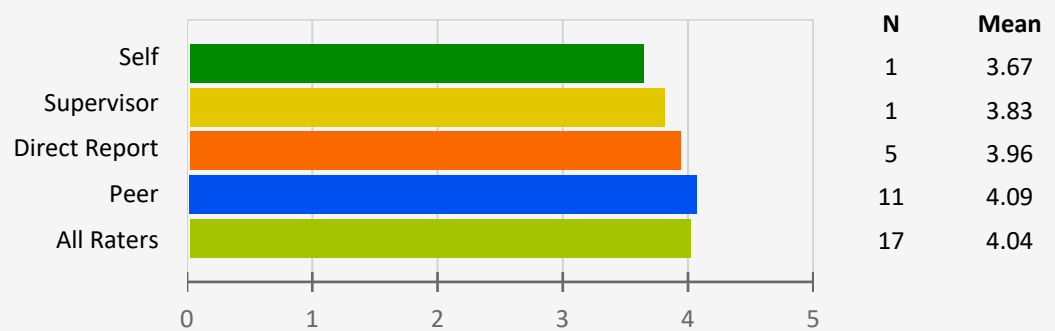


Mean Scores by Competency by Relationship

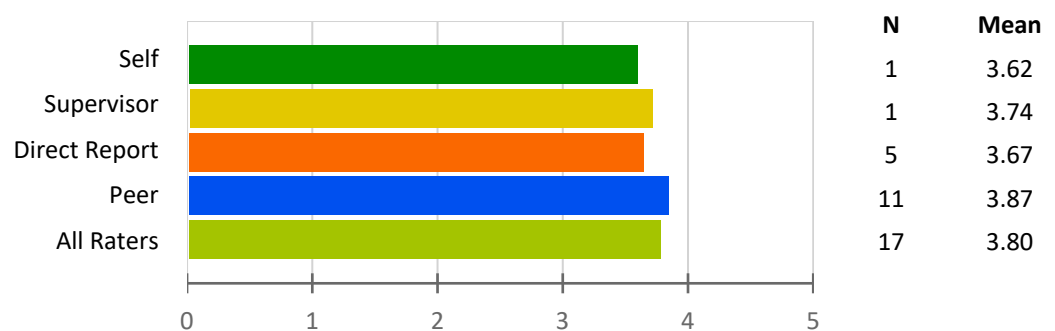
BUSINESS ACUMEN



BUILDING COALITIONS



Summary



Competency Means by All Raters

This report provides an overview of your feedback organized by the Competencies that the questions are divided into. N signifies how many of your raters have completed the Assessment. These scores are roll-ups of the question scores within each Competency, e.g., if there are three questions in "Competency A," the Competency score is a roll-up average of those three questions. The scores are shown by your self-scores as well as a roll-up of all of your rater scores.

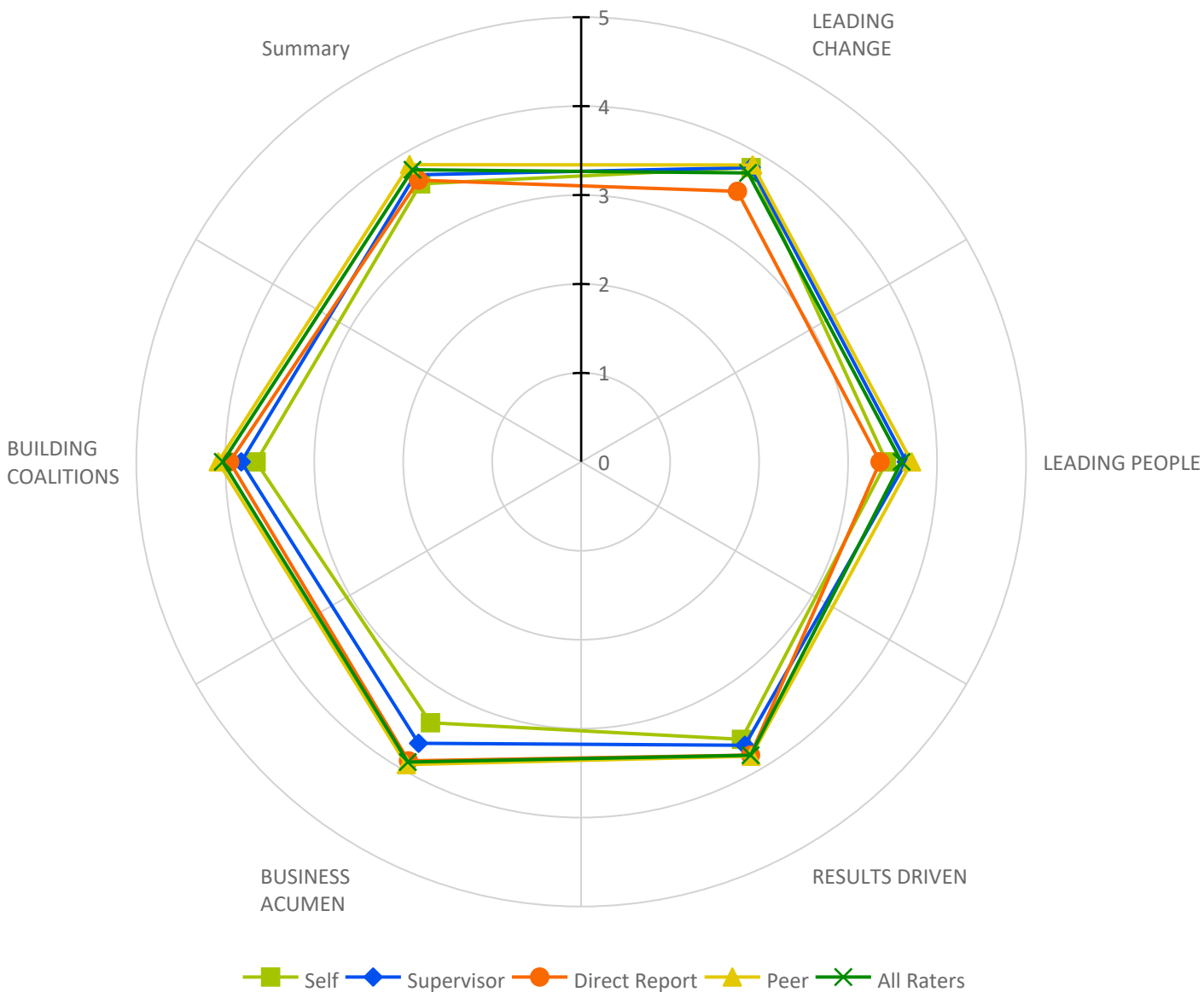
Scale | 1 Strongly Disagree | 2 Disagree | 3 Neither Disagree Nor Agree | 4 Agree | 5 Strongly Agree

Key | LR Limited Response | NA Not Applicable

Competency	Self N=1	All Raters N=17
LEADING CHANGE	3.83	3.76
LEADING PEOPLE	3.44	3.61
RESULTS DRIVEN	3.62	3.82
BUSINESS ACUMEN	3.40	3.91
BUILDING COALITIONS	3.67	4.04

Competency Means by Relationship

This report shows your feedback organized by the Competencies that the questions are divided between. In addition, it shows the variation in scores by relationship. These scores are roll-ups of the question scores within each Competency, (e.g., if there are three questions in "Competency A," the Competency score is a roll-up average of those three questions. In order to show the scores for each relationship, there is a minimum number of respondents who must have completed the assessment. If you see a relationship with an LR score, this means that the minimum number of raters for this relationship was not met. However, the scores for the LR relationship(s) are included in the Summary scores. This is done to protect anonymity.



Mean Scores by Question by Relationships

This report provides an overview of your feedback for each question organized by the Competencies that the questions are divided into. In addition, it shows the variation in scores by the relationships of your raters to you.

You should approach this report in the same way as the Competency reports but with more emphasis on very specific areas within each Competency. Are you over or under-rating yourself? Is there consistency between the different rater groups? Are there any outliers that you want to call attention to? Look for variations in scores by the different relationships. In the *All Raters* column, you can look at the total scores of all of your raters (not including your self-score) rolled-up.

This report is particularly useful for identifying specific questions that may have raised or lowered scores within a given Competency.

Scale | 1 Strongly Disagree | 2 Disagree | 3 Neither Disagree Nor Agree | 4 Agree | 5 Strongly Agree

Key | LR Limited Response | NA Not Applicable

LEADING CHANGE

Mean Scores by Question by Relationships

#	Question	Self N=1	Supervisor N=1	Direct Report N=5	Peer N=11	All Raters N=17
1	Develops new insights into situations and applies innovative solutions to make organizational improvements.	4.00	4.00	3.40	3.82	3.71
2	Fosters a work environment that encourages creative thinking and innovation.	4.00	4.00	3.80	3.64	3.71
3	Remains up-to-date on local, national, and international policies/trends and how they may affect the organization.	3.00	5.00	3.80	4.40	4.25
4	Understands the requirements of external customers/stakeholders and takes responsibility for meeting expectations.	4.00	4.00	3.80	4.09	4.00
5	Is open to new approaches and methods of doing things.	4.00	4.00	2.60	3.73	3.41
6	Adjusts to changing priorities, multiple demands, and/or ambiguous situations while continuing to meet performance standards.	4.00	3.00	3.80	3.45	3.53
7	Recovers quickly from setbacks.	4.00	4.00	4.00	3.44	3.67
8	Maintains positive perspective, emotional composure, and objectivity in the face of change.	4.00	4.00	3.80	4.27	4.12
9	Understands the organization's long-term plans and determines how to be best positioned to achieve agency's mission in a global context.	4.00	4.00	4.20	4.18	4.18
10	Encourages constructive dialogue and debate about strategic policy options.	4.00	4.00	3.00	3.82	3.63
11	Takes a long-term view and acts as a catalyst for organizational change.	4.00	3.00	2.80	3.73	3.41
12	Effectively communicates the organization's vision, creating a feeling of investment and a desire to excel.	3.00	3.00	3.20	3.80	3.56
Summary for LEADING CHANGE		3.83	3.83	3.53	3.87	3.76

Mean Scores by Question by Relationships

LEADING PEOPLE

#	Question	Self N=1	Supervisor N=1	Direct Report N=5	Peer N=11	All Raters N=17
13	Actively seeks to identify potential problems before they become critical.	4.00	4.00	3.80	4.10	4.00
14	Resolves conflicts and disagreements in a positive and constructive manner.	4.00	4.00	3.75	3.91	3.88
15	Fosters an inclusive workplace that maximizes the talents of each person to achieve sound business results.	3.00	4.00	3.25	3.70	3.60
16	Leverages individual differences in ways that support the mission of the organization and contributes to organizational success.	4.00	4.00	3.80	3.64	3.71
17	Monitors performance against standards and provides timely feedback in a consistent manner.	4.00	4.00	3.20	3.50	3.43
18	Provides formal and informal opportunities (e.g. training, experiences) to foster learning and development.	3.00	4.00	3.20	3.78	3.60
19	Takes the lead in building team commitment, spirit, pride, and trust.	3.00	3.00	2.40	3.55	3.18
20	Encourages communication and collaboration in ways that lead to the accomplishment of team goals.	3.00	3.00	3.80	4.00	3.88
21	Gives timely, specific feedback and effective coaching to support goal attainment.	3.00	3.00	3.20	3.14	3.15
Summary for LEADING PEOPLE		3.44	3.67	3.37	3.73	3.61

RESULTS DRIVEN

Mean Scores by Question by Relationships

#	Question	Self N=1	Supervisor N=1	Direct Report N=5	Peer N=11	All Raters N=17
22	Holds self accountable for results, measuring the attainment of outcomes and accepting responsibility for mistakes.	4.00	4.00	3.80	4.00	3.94
23	Holds others accountable for results, measuring the attainment of outcomes and accepting responsibility for mistakes.	4.00	4.00	4.40	4.00	4.13
24	Defines objectives and priorities, delegating work effectively and appropriately.	3.00	3.00	3.80	3.64	3.65
25	Anticipates customer requirements and responds constructively to changes in needs and/or priorities.	4.00	4.00	4.20	3.73	3.88
26	Continually seeks customer feedback regarding quality of services.	3.00	3.00	3.50	2.90	3.07
27	Makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences.	3.00	3.00	3.50	2.82	3.00
28	Anticipates the short- and long-term ramifications of his/her decisions before taking action.	3.00	3.00	4.20	3.80	3.88
29	Takes appropriate and/or calculated risks to accomplish organizational objectives.	4.00	3.00	3.75	3.50	3.53
30	Identifies opportunities to save time, effort, and/or resources.	4.00	4.00	3.40	3.45	3.47
31	Generates solutions that do not depend on business as usual experience and thinking.	4.00	4.00	3.50	3.82	3.75
32	Seeks to gain a thorough understanding of problems by effective questioning and probing.	4.00	3.00	4.00	4.64	4.35
33	Demonstrates a thorough understanding of the technical requirements related to his/her functional area.	4.00	5.00	3.80	4.73	4.47
34	Is regarded as an expert in his/her technical/functional area, serving as a resource for others.	3.00	5.00	3.60	4.73	4.41
Summary for RESULTS DRIVEN		3.62	3.69	3.82	3.83	3.82

Program Name

Individual Name

Mean Scores by Question by Relationships

BUSINESS ACUMEN

#	Question	Self N=1	Supervisor N=1	Direct Report N=5	Peer N=11	All Raters N=17
35	Utilizes financial measures and reports to monitor and improve the performance of his/her department.	4.00	3.00	4.00	3.60	3.57
36	Demonstrates an understanding of the financial management and/or marketing principles necessary to ensure appropriate funding levels.	NA	3.00	4.00	4.00	3.90
37	Assesses current and future staffing needs, including succession planning, based on organizational goals and budget realities.	4.00	3.00	4.00	3.80	3.79
38	Confronts poor performance and/or behavioral issues and takes corrective action.	3.00	4.00	3.80	3.70	3.75
39	Demonstrates up to date knowledge of relevant technological developments and demonstrates competency on how it will impact the organization.	3.00	5.00	3.80	4.36	4.24
40	Seeks and adapts cost-effective approaches to integrate technology into the workplace and improve program effectiveness.	3.00	4.00	4.00	4.00	4.00
Summary for BUSINESS ACUMEN		3.40	3.67	3.89	3.94	3.91

Mean Scores by Question by Relationships

BUILDING COALITIONS

#	Question	Self N=1	Supervisor N=1	Direct Report N=5	Peer N=11	All Raters N=17
41	Engages in cross-functional activities in order to develop networks and build alliances.	3.00	4.00	3.25	4.00	3.81
42	Collaborates across organizational boundaries, developing common ground with a wide range of stakeholders.	4.00	4.00	3.33	4.18	4.00
43	Understands the internal and external factors (e.g., legal, budgetary, political) that affect the work of the organization.	4.00	4.00	3.80	4.18	4.06
44	Approaches each problem situation with a clear perception of organizational and political reality.	3.00	4.00	4.00	4.00	4.00
45	Persuades others to follow recommendations and guidance.	4.00	4.00	4.40	4.20	4.25
46	Gains cooperation from others to obtain information and accomplish goals.	4.00	3.00	4.60	4.00	4.12
	Summary for BUILDING COALITIONS	3.67	3.83	3.96	4.09	4.04

Open-Ended Responses by All Respondents

This report lists verbatim all the comments made by you and your raters. This information can sometimes help support or explain the quantitative scores in the report. Open-ended comments are often helpful in understanding "why" the scores are what they are.

49 I value the contributions of this person as a leader because...

Self

I do care about the work and try to do it well.

All Raters

as the Mechanical Engineering Design leader he is in charge of providing critical services to our squadron. He's an expert in the field, approachable when customer services are at issue, and always has an eye on problems that arise whether they exist in his department or external to it where he can assist and make a difference.

██████ takes interest in his employees' lives and works with them to accommodate their needs and goals. █████ keeps a cool head and objective perspective through most situations. His wealth of experience shows through in his thorough approach to problem solving, often identifying potential pitfalls and questions before they arise. He is forward thinking and always considers how actions taken now may potentially impact future projects. He is a reliable source of information and always knows where to obtain information he can't confidently provide. When █████ makes a mistake or provides the wrong information, he takes accountability for it and does his best to correct it.

Good engineering capabilities, a trusted source for aircraft modifications.

Good knowledge base and contacts. Very familiar with reference documents and their organization.

He is a constant. He looks for the best and expects all of us will do the same. His attention to detail is to be commended although aggravating at times but usually balances out in accomplishing safe and effective flight test.

He is a great source of knowledge both technical, historical and organizational. If he doesn't know something, he knows who does. He has great insight on possible issues that may arise and provides many possible solutions to those issues.

he will strive to push you to finish what you started and as a leader that is very important. His core values and need to follow everything by the book also makes him a great leader.

knowledge

of his technical knowledge as an engineering lead.

On the software side of things, █████ is very knowledgeable on the various applications. He is a tremendous asset in this area.

██████ is very thorough on his research, and he makes every effort to ensure all hazards are addressed.

they have high credibility and high technical ability. I trust him and what he says.

50 I believe this person could be an even more effective leader if...

Self

If I was better at time management, not so easily distracted, and could do better at keeping track of what needs to be done (i.e. need to make and maintain more to-do lists!).

Open-Ended Responses by All Respondents

All Raters

-- Set high level goals for employees (particularly the young ones) and let them develop as fully functional engineers that can replace [REDACTED] Do not jump right to the details/solutions. Let them find their own way.
-- More focus & efforts on issues that have bigger impacts. Less focus and attention to issues that do not change the outcome of the mission. Avoid target lock.

better organized, completing task in a little quicker

[REDACTED] could be a little more flexible with day to day management. His management style is very much by the book and to the point.
[REDACTED] could emphasize skills over rules. The spirit of the rules is important, but the letter of the rule seems to be more important than people at times. Subordinates should feel like they are being lead towards success rather than policed.

He can take the "what-ifs" a little to far sometimes, causing delays or extra unnecessary work. But, because of that, he ensures things are done in the best possible way.

he had more respect for co-workers that are not within his group, trusted those within his group and delegated more, not treat everyone as though they work for him as well as behave as though having an engineering degree means superiority.

he stops being so stubborn of new ideas and let new persons bring in tools that will help the organization.

he would concentrate more on immediate tasks at hand that lead to mission accomplishment in his area (Mechanical Design Section) and not become distracted by other endeavors that take him away from things that are directly related to his job, and for which others are relying on him to complete.

[REDACTED] thoughts and general expectations were more transparent. Also, if office policies and standards were more clearly and officially communicated. Performance feedback is largely left to CCAS midcycle and annual reviews; informal feedback on performance and suggestions for improvement in between official reviews would be appreciated.

If he has something to say, just say it, then see where the fall-out goes.

Needs to manage time better, be flexible when necessary and decisive when necessary. Takes too long to make decisions sometimes.

Possibly if he delegated more so he could cover more tasks in a timely fashion?

Multi Selection Comparison

This chart shows you the responses received by all raters for the two questions about important competencies for your job and your strengths regarding those competencies.

Competency

Multi Selection Comparison

This section is provided for you to compare areas deemed important for your position with those your raters viewed as your strengths.

Step A

Top Important Competencies for Your Job

Your raters said that the following are the top five most important competencies for you to possess in your current job. (Please note in case of a tie, more than 5 are listed):

Competency	Count
Technical Credibility	12
Problem Solving	8
Flexibility	8
Team Building	7
Creativity and innovation	7

Your Top Greatest Strengths

Your raters said that the following are the top five greatest strengths that are observed in you. (Please note in case of a tie, more than 5 are listed):

Competency	Count
Technical Credibility	15
Technology Management	8
Strategic Thinking	8
Problem Solving	8
Creativity and innovation	7

Step B

Competencies in Both Lists

The following occur in both of the lists above -- as both the most important competencies for your current position, as well as your perceived greatest strengths by your raters.

Competency

Creativity and innovation
Problem Solving
Technical Credibility

Competencies to Consider

These are competencies that are determined to be very important to this position, but they are not listed on your greatest strengths list. Therefore, these competencies might be areas for development consideration. This does not mean that you should not 'play' to your other strengths, but you can also develop additional strengths in other competencies.

Competency

Gap

Team Building 6
Flexibility 6

Top & Bottom Five Questions

This report shows question text with the associated Competency and the Mean scores given by all of your raters. The scores in the chart are arranged from high scores to low scores. In the case of a tie, more than five items may be listed.

Scale | 1 Strongly Disagree | 2 Disagree | 3 Neither Disagree Nor Agree | 4 Agree | 5 Strongly Agree

Key | LR Limited Response | NA Not Applicable

Highest scoring questions

#	Question	Competency	Self	All Raters
33	Demonstrates a thorough understanding of the technical requirements related to his/her functional area.	RESULTS DRIVEN	4.00	4.47
34	Is regarded as an expert in his/her technical/functional area, serving as a resource for others.	RESULTS DRIVEN	3.00	4.41
32	Seeks to gain a thorough understanding of problems by effective questioning and probing.	RESULTS DRIVEN	4.00	4.35
3	Remains up-to-date on local, national, and international policies/trends and how they may affect the organization.	LEADING CHANGE	3.00	4.25
45	Persuades others to follow recommendations and guidance.	BUILDING COALITIONS	4.00	4.25

Lowest scoring questions

#	Question	Competency	Self	All Raters
27	Makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences.	RESULTS DRIVEN	3.00	3.00
26	Continually seeks customer feedback regarding quality of services.	RESULTS DRIVEN	3.00	3.07
21	Gives timely, specific feedback and effective coaching to support goal attainment.	LEADING PEOPLE	3.00	3.15
19	Takes the lead in building team commitment, spirit, pride, and trust.	LEADING PEOPLE	3.00	3.18
11	Takes a long-term view and acts as a catalyst for organizational change.	LEADING CHANGE	4.00	3.41
5	Is open to new approaches and methods of doing things.	LEADING CHANGE	4.00	3.41

Gap Report by Question in Order of Gap Value

This report shows each question text with the associated [[topic], the Self score, the roll-up of all of the Raters' scores, and the difference between the Self and the Raters' scores (Gap).

Gap reports measure the difference between the self scores and the combined rater scores. The larger the gap score, the more inconsistent the view of a behavior between you and the other raters. This Gap Report is sorted by the size of the gap score from highest to lowest.

A positive gap reveals that you have under-valued yourself, while a negative gap reveals where you have over-rated yourself.

It is important to look for gaps of more than 1 (either positive or negative), and discuss why there might be a perception difference.

Scale | 1 Strongly Disagree | 2 Disagree | 3 Neither Disagree Nor Agree | 4 Agree | 5 Strongly Agree

Key | LR Limited Response | NA Not Applicable

#	Question	Competency	Self	All Raters	Gap
34	Is regarded as an expert in his/her technical/functional area, serving as a resource for others.	RESULTS DRIVEN	3.00	4.41	1.41
3	Remains up-to-date on local, national, and international policies/trends and how they may affect the organization.	LEADING CHANGE	3.00	4.25	1.25
39	Demonstrates up to date knowledge of relevant technological developments and demonstrates competency on how it will impact the organization.	BUSINESS ACUMEN	3.00	4.24	1.24
40	Seeks and adapts cost-effective approaches to integrate technology into the workplace and improve program effectiveness.	BUSINESS ACUMEN	3.00	4.00	1.00
44	Approaches each problem situation with a clear perception of organizational and political reality.	BUILDING COALITIONS	3.00	4.00	1.00
20	Encourages communication and collaboration in ways that lead to the accomplishment of team goals.	LEADING PEOPLE	3.00	3.88	0.88
28	Anticipates the short- and long- term ramifications of his/her decisions before taking action.	RESULTS DRIVEN	3.00	3.88	0.88
41	Engages in cross-functional activities in order to develop networks and build alliances.	BUILDING COALITIONS	3.00	3.81	0.81
38	Confronts poor performance and/or behavioral issues and takes corrective action.	BUSINESS ACUMEN	3.00	3.75	0.75
24	Defines objectives and priorities, delegating work effectively and appropriately.	RESULTS DRIVEN	3.00	3.65	0.65

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Gap Report by Question in Order of Gap Value

#	Question	Competency	Self	All Raters	Gap
15	Fosters an inclusive workplace that maximizes the talents of each person to achieve sound business results.	LEADING PEOPLE	3.00	3.60	0.60
18	Provides formal and informal opportunities (e.g. training, experiences) to foster learning and development.	LEADING PEOPLE	3.00	3.60	0.60
12	Effectively communicates the organization's vision, creating a feeling of investment and a desire to excel.	LEADING CHANGE	3.00	3.56	0.56
33	Demonstrates a thorough understanding of the technical requirements related to his/her functional area.	RESULTS DRIVEN	4.00	4.47	0.47
32	Seeks to gain a thorough understanding of problems by effective questioning and probing.	RESULTS DRIVEN	4.00	4.35	0.35
45	Persuades others to follow recommendations and guidance.	BUILDING COALITIONS	4.00	4.25	0.25
9	Understands the organization's long-term plans and determines how to be best positioned to achieve agency's mission in a global context.	LEADING CHANGE	4.00	4.18	0.18
19	Takes the lead in building team commitment, spirit, pride, and trust.	LEADING PEOPLE	3.00	3.18	0.18
21	Gives timely, specific feedback and effective coaching to support goal attainment.	LEADING PEOPLE	3.00	3.15	0.15
23	Holds others accountable for results, measuring the attainment of outcomes and accepting responsibility for mistakes.	RESULTS DRIVEN	4.00	4.13	0.13
8	Maintains positive perspective, emotional composure, and objectivity in the face of change.	LEADING CHANGE	4.00	4.12	0.12
46	Gains cooperation from others to obtain information and accomplish goals.	BUILDING COALITIONS	4.00	4.12	0.12
26	Continually seeks customer feedback regarding quality of services.	RESULTS DRIVEN	3.00	3.07	0.07
43	Understands the internal and external factors (e.g., legal, budgetary, political) that affect the work of the organization.	BUILDING COALITIONS	4.00	4.06	0.06
4	Understands the requirements of external customers/stakeholders and takes responsibility for meeting expectations.	LEADING CHANGE	4.00	4.00	0.00

Program Name

Individual Name

Gap Report by Question in Order of Gap Value

#	Question	Competency	Self	All Raters	Gap
13	Actively seeks to identify potential problems before they become critical.	LEADING PEOPLE	4.00	4.00	0.00
27	Makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences.	RESULTS DRIVEN	3.00	3.00	0.00
42	Collaborates across organizational boundaries, developing common ground with a wide range of stakeholders.	BUILDING COALITIONS	4.00	4.00	0.00
22	Holds self accountable for results, measuring the attainment of outcomes and accepting responsibility for mistakes.	RESULTS DRIVEN	4.00	3.94	-0.06
25	Anticipates customer requirements and responds constructively to changes in needs and/or priorities.	RESULTS DRIVEN	4.00	3.88	-0.12
14	Resolves conflicts and disagreements in a positive and constructive manner.	LEADING PEOPLE	4.00	3.88	-0.13
37	Assesses current and future staffing needs, including succession planning, based on organizational goals and budget realities.	BUSINESS ACUMEN	4.00	3.79	-0.21
31	Generates solutions that do not depend on business as usual experience and thinking.	RESULTS DRIVEN	4.00	3.75	-0.25
1	Develops new insights into situations and applies innovative solutions to make organizational improvements.	LEADING CHANGE	4.00	3.71	-0.29
2	Fosters a work environment that encourages creative thinking and innovation.	LEADING CHANGE	4.00	3.71	-0.29
16	Leverages individual differences in ways that support the mission of the organization and contributes to organizational success.	LEADING PEOPLE	4.00	3.71	-0.29
7	Recovers quickly from setbacks.	LEADING CHANGE	4.00	3.67	-0.33
10	Encourages constructive dialogue and debate about strategic policy options.	LEADING CHANGE	4.00	3.63	-0.38
35	Utilizes financial measures and reports to monitor and improve the performance of his/her department.	BUSINESS ACUMEN	4.00	3.57	-0.43
29	Takes appropriate and/or calculated risks to accomplish organizational objectives.	RESULTS DRIVEN	4.00	3.53	-0.47

Program Name

Individual Name

Gap Report by Question in Order of Gap Value

#	Question	Competency	Self	All Raters	Gap
6	Adjusts to changing priorities, multiple demands, and/or ambiguous situations while continuing to meet performance standards.	LEADING CHANGE	4.00	3.53	-0.47
30	Identifies opportunities to save time, effort, and/or resources.	RESULTS DRIVEN	4.00	3.47	-0.53
17	Monitors performance against standards and provides timely feedback in a consistent manner.	LEADING PEOPLE	4.00	3.43	-0.57
5	Is open to new approaches and methods of doing things.	LEADING CHANGE	4.00	3.41	-0.59
11	Takes a long-term view and acts as a catalyst for organizational change.	LEADING CHANGE	4.00	3.41	-0.59
36	Demonstrates an understanding of the financial management and/or marketing principles necessary to ensure appropriate funding levels.	BUSINESS ACUMEN	LR/NA	3.90	LR/NA