







מנגינת מיתרים היא מנגינת מיתרים על גבי כינור, וייתכן גם על גבי סקסופון, וייתכן גם על גבי חליל. המנגינה נקראת "מנגינת מיתרים" ויש לה מאפיינים ייחודיים. המנגינה נקראת "מנגינת מיתרים" ויש לה מאפיינים ייחודיים.

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## 1. PEOPLE RELATIONS

### 1.1. Communication and impact

- Influences, engages and inspires.
- Is articulate and credible and achieves the trust of others.
- Provides clarity and direction to others in times of uncertainty or ambiguity and is a strong and effective voice in representing departmental or organizational views.
- Is able to report financial information clearly to non-finance leaders.
- Is willing to make, communicate and implement difficult decisions based on accurate evidence and reflect varied advice/viewpoints.
- Understands how to clearly communicate sometimes complex financial information to others using easy-to-understand media and language.
- Challenges effectively and gives and receives constructive feedback.
- Negotiates effectively to ensure optimum balance between best outcomes and best value for public funds

### 1.2. Collaboration

- Works closely with appointed members of the management of the organization and/or stakeholders.
- Builds external networks and relationships, identifying and establishing joint working initiatives with colleagues from other public, private and not-for-profit organizations.
- Builds internal networks and actively seeks opportunities to collaborate with other departments.
- Understands effective strategies for conflict resolution.
- Positively develops relationships with internal and external stakeholders.
- Communicates and gains commitment from internal and external stakeholder.
- Uses emerging technologies to collaborate and communicate effectively with stakeholders.
- Applies professional and ethical judgement when engaging with stakeholders.
- Aligns organizational strategic objectives with stakeholder needs and manages expectations.

### 1.3. Stakeholder relationship management

- Understands stakeholders, what they value and how to meet these requirements

## 2. LEADERSHIP

### 2.1. Innovation and change

- Drives a culture of, and seeks opportunities for, change, efficiency and innovation.
- Articulates the need for change (with data) and wins hearts and minds.
- Sets clear future vision and direction with drive, pace and connections, in order to make things happen.

### 2.2. Strategy and governance

- Fosters a positive, flexible and creative organizational culture that has proper regard for all relevant national and local policies, procedures and legislation.
- Champions a culture of effective governance and risk management.
- Determines policy objectives to ensure an organization has clear purpose and direction.
- Understands the importance of the CAE's role in the management of the organization.

### 2.3. High-performing teams

- Is approachable and supportive and focuses on the development of team members.

- Recognizes and develops talent and implements effective performance management arrangements.
- Is proactively engaged with and informed about the activities of team members.
- Develops, motivates and empowers staff to deliver team and corporate objectives.
- Actively monitors and manages the performance of the organization, team and the individuals within it.
- Develops advanced ethical values and professional skills in the promotion of public interest and the profession.
- Demonstrates personal effectiveness in fast changing environments.
- Encourages innovative thinking within the context of professional skepticism.
- Thinks proactively about the future, applying professional judgement and commercial intelligence and seeks specialist input when needed.
- Communicates effectively and influences others.

#### **2.4. Political and sector awareness**

- Understands the political environment and its impact on the organization in relation to the way decisions are made and success measured.
- Interprets the impact and potential outcomes of public services funding announcements, policy and regulatory changes, as well as opportunities to deliver services through new arrangements such as partnerships.
- Understands current opportunities and challenges within the public sector and how organizations are responding – benchmarking their own practice against others.
- Engages with the policy debate and influences and/or supports decisions.
- Is able to make short, medium and long-term plans that factor in possible changes in the wider political and economic environment

#### **2.5. Decision-making**

- Makes decisions in a way that maintains transparency and engagement with citizens.
- Provides leaders and managers with information for better decision-making – enabling improved targeted services.

#### **2.6. Governance**

- Understands the public sector context and statutory requirements for governance.
- Advocates robust assurance and control arrangements.
- Implements good practices in transparency, reporting and audit, to deliver effective accountability.
- Ensures that the organization is appropriately constituted and structured and operates appropriate governance processes and controls.
- Ensures that ethical standards in public life are embedded in the organization’s culture.
- Is able to implement appropriate processes to support the management (or similar) in its role.

### **3. BUSINESS ACUMEN**

#### **3.1. Financial Risk management**

- Risk is cost-effectively mitigated, safeguarding the organization’s reputation for integrity and competence
- Implement structured systems for assessing, monitoring and mitigating financial risks and opportunities in all key planning processes and change projects, determining and explaining risk appetite. However, the system should not be the end product.
- Ensure risk management actions are cost effective and proportionate.
- Ensure all risks to be managed have an identified owner.
- Understand financial risks e.g. from demand, funding sources.





Pension management:

- Understands the regulations and standards relating to pension schemes.

Reporting:

- Understands changes in regulatory, legal and ethical frameworks and standards for financial reporting in the public sector.
- Understands the benefits of integrated reporting, including nonfinancial resources such as human, social and intellectual capital, and environmental and governance performance.

**4.6. Management accounting (Technical Skills)**

- Is able to produce monthly performance reports to facilitate effective decision making and performance monitoring.
- Is able to use a range of costing techniques.

Technology and data in finance:

- Understands developments, opportunities and challenges in technology relating to public finance.

Finance business partnering:

- Demonstrates a strong desire to innovate and add value.
- Influences and appropriately challenges non-finance colleagues for whom you are providing a service.
- Understands the operations, opportunities and challenges of the organization.

Property and asset management:

- Understands regulations and standards relating to property and assets and ensures compliance.
- Conducts capital asset valuations for land and buildings.

**4.7. Audit (Technical Skills)**

- Understands how regulations and professional standards in internal and external audit underpin audit work in the public services.
- Understands the key stages of audit work, including planning, documentation, testing and reporting, and can undertake thorough internal audits which support governance as well as provide risk-based assurance within the organization.
- Understands wider mechanisms for assurance and scrutiny.
- Understands the law and best practice relating to anti-bribery and corruption controls and the fraud risks faced by public bodies.

**4.8. Counter-fraud and anti-bribery and corruption (Technical Skills)**

Anti-bribery and corruption:

- Understands the law and best practice relating to anti-bribery and corruption controls and ensures these are implemented and widely understood within the organization.

Counter-fraud:

- Understands the fraud risks faced by public bodies and is able to conduct an entity-wide fraud risk assessment and response plan.
- Is able to undertake an effective and fair investigation into potential fraud and report findings and recommendations.
- Understands the fraud risks faced by public bodies and is able to effectively analyze data to support fraud identification and fraud risk management.

#### **4.9. Procurement (Technical Skills)**

##### Legal and governance:

- Understands the legal and governance context for procurement and contract activities in the public sector.
- Understands the law and best practice relating to anti-bribery and corruption controls.

##### Contract planning and management:

- Understands the procurement cycle, scope and features of good contract management.
- Plans and agrees clear KPIs and deliverables.
- Negotiates effectively to ensure best value for money.
- Builds effective relationships with suppliers, confidently handling difficult conversations where required.

##### PSIPs:

- Understands the purpose of, and the process for compiling and reviewing, PSIP proposals.
- Advocates standardized processes, templates and reporting mechanisms for PSIPs

##### Technology in procurement:

- Understands developments, opportunities and challenges in technology relating to procurement.

#### **4.10. Investment and spending appraisal (Technical Skills)**

- Understands and uses a range of techniques to assess the attractiveness and viability of an investment.



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2. نۆمۇرلۇق مەكتەپ (قۇرۇلما ئىسكىرىمىمۇ كەلگەن بولسىمۇ، ئەمما مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ!)				
مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ	مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ	مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ	مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ	مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ
قۇرۇلما ئىسكىرىمىمۇ كەلگەن بولسىمۇ (✓) نە.	مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ	مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ	مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ	مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ

3. مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ، مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ، مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ.					
مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ		مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ (✓) نە.			
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4. مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ، مەكتەپ ئىسكىرىمىمۇ كەلگەن بولسىمۇ.









### کھنڈے اناج کے ذریعے کھانے کی عادتوں کی نشاندہی اور ان کی ترمیم

1. نمبر کا سرٹ:	2. ترمیم کے نمبر:
3. اناج کے نمبر:	4. دیگر اناج کے نمبر:

ان کے ذریعے کھنڈے اناج کے ذریعے کھانے کی عادتوں کی نشاندہی اور ان کی ترمیم

کھنڈے اناج کے ذریعے کھانے کی عادتوں کی نشاندہی اور ان کی ترمیم کے لیے درج ذیل سوالات پوچھے جائیں گے۔

1. کھنڈے اناج کے ذریعے کھانے کی عادتوں کی نشاندہی اور ان کی ترمیم کے لیے درج ذیل سوالات پوچھے جائیں گے۔

2. کھنڈے اناج کے ذریعے کھانے کی عادتوں کی نشاندہی اور ان کی ترمیم کے لیے درج ذیل سوالات پوچھے جائیں گے۔

3. کھنڈے اناج کے ذریعے کھانے کی عادتوں کی نشاندہی اور ان کی ترمیم کے لیے درج ذیل سوالات پوچھے جائیں گے۔

4. کھنڈے اناج کے ذریعے کھانے کی عادتوں کی نشاندہی اور ان کی ترمیم کے لیے درج ذیل سوالات پوچھے جائیں گے۔

5. کھنڈے اناج کے ذریعے کھانے کی عادتوں کی نشاندہی اور ان کی ترمیم کے لیے درج ذیل سوالات پوچھے جائیں گے۔

6. کھنڈے اناج کے ذریعے کھانے کی عادتوں کی نشاندہی اور ان کی ترمیم کے لیے درج ذیل سوالات پوچھے جائیں گے۔

7. کھنڈے اناج کے ذریعے کھانے کی عادتوں کی نشاندہی اور ان کی ترمیم کے لیے درج ذیل سوالات پوچھے جائیں گے۔

8. کھنڈے اناج کے ذریعے کھانے کی عادتوں کی نشاندہی اور ان کی ترمیم کے لیے درج ذیل سوالات پوچھے جائیں گے۔

9. کھنڈے اناج کے ذریعے کھانے کی عادتوں کی نشاندہی اور ان کی ترمیم کے لیے درج ذیل سوالات پوچھے جائیں گے۔

10. کھنڈے اناج کے ذریعے کھانے کی عادتوں کی نشاندہی اور ان کی ترمیم کے لیے درج ذیل سوالات پوچھے جائیں گے۔

صحیح جواب کے نمبر:	مجموعی نمبر:
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**APPLICANT REFERENCE CHECK FORM**

**تذکرہ نمائندگی کی فرم**

<b>Instructions</b> <b>تذکرہ نمائندگی کی فرم</b>	
<ul style="list-style-type: none"> <li>Where possible please provide specific behavioral examples of the applicant</li> </ul>	<ul style="list-style-type: none"> <li>جب ممکن ہو تو براہ کرم متقدم کے مخصوص رویوں کے بارے میں مثالیں فراہم کریں۔</li> </ul>
<ul style="list-style-type: none"> <li>Please be honest and true to yourself when answering the relevant questions.</li> </ul>	<ul style="list-style-type: none"> <li>مہتمم کے جوابات کے وقت سچائی اور خود کو سچا رکھنا ضروری ہے۔</li> </ul>
<ul style="list-style-type: none"> <li>Where not applicable please mark as "N/A"</li> </ul>	<ul style="list-style-type: none"> <li>جہاں پر لاگو نہیں ہے، براہ کرم "N/A" لکھیں۔</li> </ul>

Name of applicant: متقدم کا نام:	
National ID card number: قومی شناختی کارڈ نمبر:	
Designation of the applicant: متقدم کی حیثیت:	

Referee: متقدم کے رابطہ کرنے والے شخص:	(Name) (نام)
	(Job Title) (پہلو کا نام)
	(Organisation) (سازش کا نام)
	(Contact no-) (رابطہ کرنے کا نمبر)
	(Email address) (ای میل ایڈریس)
In what capacity do you know the applicant? آپ متقدم کو کس حیثیت سے جانتے ہیں؟	
Duration employed with your organisation: آپ کی سازش میں متقدم کی مدت:	Please include start and end date in dd/mm/yyyy format براہ کرم شروع اور ختم کی تاریخیں dd/mm/yyyy فارمیٹ میں فراہم کریں۔

<p>قۇچ قۇرۇش ئىشلىرىنى ئۆز ئىچىگە ئالغاندا قۇچ قۇرۇش ئىشلىرىنىڭ قۇرۇلۇشى:</p>	
<p>Total number of employees working in your organisation [during the applicant's employment at your organisation]: قۇچ قۇرۇش ئىشلىرىنى ئۆز ئىچىگە ئالغاندا قۇچ قۇرۇش ئىشلىرىنىڭ قۇرۇلۇشى:</p>	
<p>Applicant's main job responsibilities: قۇچ قۇرۇش ئىشلىرىنى ئۆز ئىچىگە ئالغاندا قۇچ قۇرۇش ئىشلىرىنىڭ قۇرۇلۇشى:</p>	<p>Please list out responsibilities separately or submit job description قۇچ قۇرۇش ئىشلىرىنى ئۆز ئىچىگە ئالغاندا قۇچ قۇرۇش ئىشلىرىنىڭ قۇرۇلۇشى:</p>
<p>Reason for Termination: قۇچ قۇرۇش ئىشلىرىنى ئۆز ئىچىگە ئالغاندا قۇچ قۇرۇش ئىشلىرىنىڭ قۇرۇلۇشى:</p>	<p><input type="checkbox"/> Resignation (تەركىپ قىلىش) <input type="checkbox"/> Dismissal (قۇچ قۇرۇش ئىشلىرىنى ئۆز ئىچىگە ئالغاندا قۇچ قۇرۇش ئىشلىرىنىڭ قۇرۇلۇشى) <input type="checkbox"/> Post abolishment (lay-off) (قۇچ قۇرۇش ئىشلىرىنى ئۆز ئىچىگە ئالغاندا قۇچ قۇرۇش ئىشلىرىنىڭ قۇرۇلۇشى) <input type="checkbox"/> End of assignment (سۈرۈش ئىشلىرىنى ئۆز ئىچىگە ئالغاندا قۇچ قۇرۇش ئىشلىرىنىڭ قۇرۇلۇشى) <input type="checkbox"/> Other (please specify) : (قۇچ قۇرۇش ئىشلىرىنى ئۆز ئىچىگە ئالغاندا قۇچ قۇرۇش ئىشلىرىنىڭ قۇرۇلۇشى)</p>
<p>Rate the applicant's level of performance on a scale of 1 being lowest to 5 being highest: قۇچ قۇرۇش ئىشلىرىنى ئۆز ئىچىگە ئالغاندا قۇچ قۇرۇش ئىشلىرىنىڭ قۇرۇلۇشى:</p>	<p>RATE: _____</p>
<p>What are the qualities or attributes of the applicant that you consider will help their career in the future? قۇچ قۇرۇش ئىشلىرىنى ئۆز ئىچىگە ئالغاندا قۇچ قۇرۇش ئىشلىرىنىڭ قۇرۇلۇشى:</p>	

<p>Would you re-hire this candidate again if given the opportunity?</p> <p>آیا دوباره استخدام این کاندید را خواهید کرد؟</p>	<p><input type="checkbox"/> yes آری      <input type="checkbox"/> no نه</p> <p>Comments: (توضیحات)</p>
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**DECLARATION**

اعتراف

I..... hereby certify the information I have provided in this form is true, complete, and correct and that I give my consent to be contacted for further validation if required by the respected ministry/department/agency.

من..... در اینجا گواهی می‌دهم که اطلاعاتی که در این فرم ارائه کرده‌ام صحیح، کامل و درست است و من موافقت می‌کنم تا در صورت نیاز برای اعتبار سنجی بیشتر با وزارتخانه/سازمان/سازمان محترم مورد اشاره تماس حاصل فرماید.

Signature:.....      Date:.....

نام: .....      تاریخ: .....

Name: .....      سرنام: .....

*Note to the applicant: Please submit the completed reference check along with the civil service job application form.*

لطفاً فرم بررسی صلاحیت را همراه با فرم درخواست استخدام دولتی ارسال کنید.



0	0.5	1	1.5	2	Understands the political environment and its impact on the organization in relation to the way decisions are made and success measured (I)
0	0.5	1	1.5	2	Provides leaders and managers with information for better decision-making – enabling improved targeted services. (I ,P)
0	0.5	1	1.5	2	Implements good practices in transparency, reporting and audit, to deliver effective accountability (I,P)

TOTAL:

### Competency 2 - People and Management Skills

V. Poor	Poor	Average	Good	Excellent
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0	0.5	1	1.5	2	Shows high levels of integrity, impartiality and professionalism (I)
0	0.5	1	1.5	2	Ability to garner support from civil service colleagues and political appointees to achieve high levels of results
0	0.5	1	1.5	2	Works closely with appointed members of the management of the organization and/or stakeholder (I)
0	0.5	1	1.5	2	Positively develops relationships with internal and external stakeholders. (I,P)
0	0.5	1	1.5	2	Applies professional and ethical judgement when engaging with stakeholders (I)
0	0.5	1	1.5	2	Aligns organizational strategic objectives with stakeholder needs and manages expectations (I,P)
0	0.5	1	1.5	2	Understands effective strategies for conflict resolution. (I)
0	0.5	1	1.5	2	Provides clarity and direction to others in times of uncertainty or ambiguity and is a strong and effective voice in representing departmental or organizational views. (I)

TOTAL:





0	0.5	1	1.5	2	Understands the financial accounting and reporting requirements for the public sector and updates to the standards. (I)
0	0.5	1	1.5	2	Understands the importance of public sector audits, internal audit, the role of supreme audit institutions, and the use of accountancy firms in audit. (I)
0	0.5	1	1.5	2	Understands the budget setting process, budget management and the impact of good financial management on public service delivery.(I)
0	0.5	1	1.5	2	Acts in the public interest at all times and understands the need for financial accountability, challenge and scrutiny. (I)
0	0.5	1	1.5	2	Understands and can implement a treasury management strategy, including cash flow management, debt management and public sector investments. (I)
0	0.5	1	1.5	2	Understands developments, opportunities and challenges in technology relating to public finance. (I,P)
0	0.5	1	1.5	2	Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action. (I)
0	0.5	1	1.5	2	Strong belief in one’s own capability to accomplish a task and select an effective approach to a task or problem (I)

TOTAL:

Date

Signature

Panelist’s Name

