

Chris Manager

This package contains 5 worksheet(s)
This package requires the following assessment tools:

Manager Assessment

ERC Dataplus

ARGOSⁱ 360 Reviewer Assignments

TO: _____
FROM: Chris Manager
SUBJECT: "DEMO: Online Assessment"

You are invited to participate in an Internet-based Demonstration of ERC's ARGOS 360 System for the "Net."

The demonstration assessment "form" can be accessed by double clicking below:

<http://www.ercivr.com/ogilvypr/index.htm>

Once you get to the Website, you will be able to enter your assessment ratings directly on-line.

To begin the survey, double click on the words: Enter Your Ratings.

Then, on the next Webpage, enter your set of Group Number, Case Number and Access Number listed below.

The Group number identifies you as a rater for the ERC Demo Assessment. The Case Number identifies who you are reviewing. The access Number uniquely identifies you and what rating group you are in (i.e. direct report, peer, etc.)

The assessment(s) you are asked to complete is/are the following:

<u>Ratee</u>	<u>Type</u>	<u>Group Num</u>	<u>Case Num</u>	<u>Access Code</u>	<u>Open Date</u>	<u>Close Date</u>
Questionnaire: 01 (Manager Assessment)						
Chris Manager	Self	99910	05845	39598	07/31/98	12/31/99
Jane Sample	Peer Group	99910	11335	46282	08/20/99	12/31/99
Brent Sample	Peer Group	99910	11338	46403	08/20/99	12/31/99
Debra Demo	Direct Reports	99910	12450	07000	07/31/99	12/31/99
Audrey Ormsten	Peer Group	99910	12732	23816	10/27/99	12/31/99

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ARGOS¹ 360 Reviewer Instructions

Materials & Preparation

With this Competency Questionnaire, you should have received:

1. A Cover Memo that includes a list of each associate you will review.
2. Additional Competency Questionnaires, if needed, for each associate to be reviewed.
3. A Reviewer Worksheet for each associate you will review.

ARGOS 360 RATINGS CAN BE INPUT TWO WAYS: BY INTERNET OR TELEPHONE. DIRECTIONS FOR EACH FOLLOW.

A. BY INTERNET:

1. Go to <http://www.ercivr.com>
2. In the upper left corner of the screen, click Internet Applications. Then click on the green ARGOS 360 Assessment box.
3. Next, you will be prompted to enter the Group, Case and Access Numbers. These are found on the Cover Memo for each associate you will review. Enter the appropriate numbers and press the Submit button.
4. The next screen will be an electronic copy of this Competency Questionnaire. Enter a rating for each behavior item by clicking a "button" on the screen. After completing all items, press the Save/Submit Ratings button. The message, Your ARGOS Ratings Have Been Saved, will appear. If not, the assessment is not complete, and you will need to review the form and enter any missing ratings. Then press the Save/Submit Ratings button again.

B. BY TELEPHONE:

1. Complete the Reviewer Worksheet(s) first. Please read each statement carefully. This is important because the statements will not be repeated on the telephone.
2. Call the toll free number indicated below using any TouchTone phone. You will be prompted to enter the Group, Case & Access Number for the associate listed on the worksheet.
3. Next, you will be prompted to enter your ratings for each Competency Item Group. Your ratings will be played back to be certain they are correct. At any time, if you feel you've made an error, or want to change an entry, press the * key to be prompted to re-enter your ratings. After completing an assessment, you will be asked if you want to do another. You may divide "input sessions" if you wish, and call back later to finish entering any remaining assessments.
4. In some cases, you may be prompted to record an answer to a question. When finished recording EACH question, press the # key. You will have the opportunity to listen to and re-record your statement.

TELEPHONES OPEN 24 HOURS A DAY DURING DATES

SHOWN ON REVIEWER WORKSHEETS

Call: 1-800-380-6636

Employers Resource Corporation

ARGOS \ 360 Competency Questionnaire

- Step 1. Please review each of the 9 competency areas and indicate how satisfied you are with this associate's performance of each behavior by entering your ratings in the spaces provided on the correct ARGOS \ worksheet.
- Step 2. After entering your ratings on the ARGOS \ Worksheet, refer to the Reviewer Instructions on the previous page to enter your ratings over the Internet or by using a Touchtone telephone and calling 1-800-380-6636.

Rating Scale

7 = Very Satisfied

6 = Satisfied

5 = Somewhat Satisfied

4 = Neutral

3 = Somewhat Dissatisfied

2 = Dissatisfied

1 = Very Dissatisfied

0 = Don't Know/Not Sure

C. 1 ACCOUNTABILITY & COMMITMENT

- 1.1 Is committed to the organization and its goals
- 1.2 Assumes ownership and takes responsibility for results
- 1.3 Accepts responsibility for own mistakes, does not blame others
- 1.4 Promotes a positive image for our company

Ratings: Please record your ratings for each associate on the correct ARGOS¹ Reviewer Worksheet included in your package.

C. 2 EXCELLENCE & QUALITY

- 2.1 Strives for excellence
- 2.2 Consistently seeks new and better ways to do things
- 2.3 Does more than is required, goes the extra mile
- 2.4 Finds ways to work smarter, not just harder
- 2.5 Knows own strengths and improvement areas
- 2.6 Continuously seeks new learning and growth

Ratings: Please record your ratings for each associate on the correct ARGOS¹ Reviewer Worksheet included in your package.

Rating Scale

- 7 = Very Satisfied
- 6 = Satisfied
- 5 = Somewhat Satisfied
- 4 = Neutral
- 3 = Somewhat Dissatisfied
- 2 = Dissatisfied
- 1 = Very Dissatisfied
- 0 = Don't Know/Not Sure

Competency Questionnaire

C. 3 CUSTOMER FOCUS

- 3.1 Recognizes and anticipates customer needs
- 3.2 Promotes customer satisfaction and loyalty
- 3.3 Strives to exceed customer expectations
- 3.4 Responds to customer problems quickly
- 3.5 Thinks in terms of providing solutions

Ratings: Please record your ratings for each associate on the correct ARGOS¹ Reviewer Worksheet included in your package.

C. 4 COMMUNICATION

- 4.1 Listens to others and builds open communication
- 4.2 Shares information with others
- 4.3 Accepts feedback constructively
- 4.4 Communicates effectively both orally and in writing

Ratings: Please record your ratings for each associate on the correct ARGOS¹ Reviewer Worksheet included in your package.

C. 5 TEAMWORK & RELATIONSHIPS

- 5.1 Supports a spirit of teamwork
- 5.2 Works well with other departments to achieve larger goals
- 5.3 Treats others as s/he wants to be treated
- 5.4 Recognizes others for a job well done
- 5.5 Is accessible to help and support others
- 5.6 Values others' points of view, is open to different opinions
- 5.7 Demonstrates honesty and integrity both internally and externally

Ratings: Please record your ratings for each associate on the correct ARGOS¹ Reviewer Worksheet included in your package.

Rating Scale

- 7 = Very Satisfied
- 6 = Satisfied
- 5 = Somewhat Satisfied
- 4 = Neutral
- 3 = Somewhat Dissatisfied
- 2 = Dissatisfied
- 1 = Very Dissatisfied
- 0 = Don't Know/Not Sure

Competency Questionnaire

C. 6 WORKING EFFECTIVELY

- 6.1 Maintains positive outlook
- 6.2 Shows a sense of urgency and purpose
- 6.3 Shows initiative, takes action without suggestion of others
- 6.4 Uses time wisely and efficiently
- 6.5 Can be counted on to meet deadlines and fulfill commitments
- 6.6 Demonstrates appropriate and professional workplace behavior

Ratings: Please record your ratings for each associate on the correct ARGOS¹ Reviewer Worksheet included in your package.

C. 7 TECHNICAL KNOWLEDGE

- 7.1 Has the skills and knowledge to perform the job
- 7.2 Effectively uses job-related automation/technology
- 7.3 Is knowledgeable about our company's business
- 7.4 Is knowledgeable about our company's products

Ratings: Please record your ratings for each associate on the correct ARGOS¹ Reviewer Worksheet included in your package.

C. 8 PROBLEM SOLVING

- 8.1 Identifies and resolves problems effectively
- 8.2 Demonstrates creativity and flexibility in resolving problems
- 8.3 Uses sound judgment
- 8.4 Accepts change quickly and easily, adapts as necessary

Ratings: Please record your ratings for each associate on the correct ARGOS¹ Reviewer Worksheet included in your package.

Rating Scale

- 7 = Very Satisfied
- 6 = Satisfied
- 5 = Somewhat Satisfied
- 4 = Neutral
- 3 = Somewhat Dissatisfied
- 2 = Dissatisfied
- 1 = Very Dissatisfied
- 0 = Don't Know/Not Sure

Competency Questionnaire

C. 9 MANAGEMENT FACTOR - (only for those who supervise other associates)

- 9.1 Defines a vision for the work unit; inspires others to higher levels of performance
- 9.2 Creates a positive work climate; fosters teamwork and collaboration within and across groups
- 9.3 Sets example by deed as well as by word; "walks the talk"
- 9.4 Selects and hires the best people; puts the right people in the right jobs
- 9.5 Monitors and measures performance; holds associates accountable for results
- 9.6 Coaches associates; develops skills of staff; supports training
- 9.7 Empowers others to take greater responsibility
- 9.8 Provides regular and timely feedback
- 9.9 Recognizes and rewards achievement

Ratings: Please record your ratings for each associate on the correct ARGOS¹ Reviewer Worksheet included in your package.

COMMENTS. Please write specific comments on the reviewed person before calling the ARGOS system. This will help you to record your comments within the 30 seconds allowed. The comments will be typed exactly as you speak.

Q1. In what ways does this person contribute most to our organization?

Q2. How could this person increase the contribution s/he makes to our organization?

Q3. If you could give this person one piece of career advice, what would it be?

(Please write your comments on the appropriate worksheet.)

ERC Dataplus

ARGOSⁱ 360 Reviewer Worksheet

Please complete this sheet before calling the phone system,
or go directly to the Internet at <http://www.ercivr.com>

ASSESSMENT MUST BE COMPLETED DURING THESE DATES: 07/31/98 - 12/31/99

Manager: Chris Manager
 Questionnaire: 01 (Manager Assessment)
 Reviewer Type: Self
 Phone #: 1-800-380-6636

RATING SCALE 7 = Very Satisfied 6 = Satisfied 5 = Somewhat Satisfied 4 = Neutral 3 = Somewhat Dissatisfied 2 = Dissatisfied 1 = Very Dissatisfied 0 = Don't Know/Not Sure
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Group Number: 99910 Case Number: 05845 Access Code: 39598

C. 1	_____	_____	_____	_____						
	1.1	1.2	1.3	1.4						
C. 2	_____	_____	_____	_____	_____	_____				
	2.1	2.2	2.3	2.4	2.5	2.6				
C. 3	_____	_____	_____	_____	_____					
	3.1	3.2	3.3	3.4	3.5					
C. 4	_____	_____	_____	_____						
	4.1	4.2	4.3	4.4						
C. 5	_____	_____	_____	_____	_____	_____	_____			
	5.1	5.2	5.3	5.4	5.5	5.6	5.7			
C. 6	_____	_____	_____	_____	_____	_____				
	6.1	6.2	6.3	6.4	6.5	6.6				
C. 7	_____	_____	_____	_____						
	7.1	7.2	7.3	7.4						
C. 8	_____	_____	_____	_____						
	8.1	8.2	8.3	8.4						
C. 9	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
	9.1	9.2	9.3	9.4	9.5	9.6	9.7	9.8	9.9	

Please use the next page to enter comments:

If you need assistance, call the ERC Help Desk at 203-846-4455, extension 40.

ERC Dataplus

ARGOS 360 Reviewer Worksheet

Continued

Manager: Chris Manager
Questionnaire: 01 (Manager
Assessment)
Reviewer Type: Self
Phone #: 1-800-380-6636

Group Number: 99910
Case Number: 05845
Access Code: 39598

RATING SCALE
7 = Very Satisfied
6 = Satisfied
5 = Somewhat Satisfied
4 = Neutral
3 = Somewhat Dissatisfied
2 = Dissatisfied
1 = Very Dissatisfied
0 = Don't Know/Not Sure

Question 01. In what ways does this person contribute most to our organization?

Question 02. How could this person increase the contribution s/he makes to our organization?

Question 03. If you could give this person one piece of career advice, what would it be?

You may continue your comments on a separate sheet of paper. Write the numbers on the top.
If you encounter any difficulty in entering your ratings or recording comments,
please call the ERC Help Desk at 203-846-4455, extension 40.

ERC Dataplus

ARGOS¹ 360 Reviewer Worksheet

Please complete this sheet before calling the phone system,
or go directly to the Internet at <http://www.ercivr.com>

ASSESSMENT MUST BE COMPLETED DURING THESE DATES: 08/20/99 - 12/31/99

Manager: Jane Sample
 Questionnaire: 01 (Manager Assessment)
 Reviewer Type: Peer Group
 Phone #: 1-800-380-6636

RATING SCALE 7 = Very Satisfied 6 = Satisfied 5 = Somewhat Satisfied 4 = Neutral 3 = Somewhat Dissatisfied 2 = Dissatisfied 1 = Very Dissatisfied 0 = Don't Know/Not Sure
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Group Number: 99910 Case Number: 11335 Access Code: 46282

C. 1									
	1.1	1.2	1.3	1.4					
C. 2									
	2.1	2.2	2.3	2.4	2.5	2.6			
C. 3									
	3.1	3.2	3.3	3.4	3.5				
C. 4									
	4.1	4.2	4.3	4.4					
C. 5									
	5.1	5.2	5.3	5.4	5.5	5.6	5.7		
C. 6									
	6.1	6.2	6.3	6.4	6.5	6.6			
C. 7									
	7.1	7.2	7.3	7.4					
C. 8									
	8.1	8.2	8.3	8.4					
C. 9									
	9.1	9.2	9.3	9.4	9.5	9.6	9.7	9.8	9.9

Please use the next page to enter comments:

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ARGOS 360 Reviewer Worksheet

Continued

Manager: Jane Sample
Questionnaire: 01 (Manager
Assessment)
Reviewer Type: Peer Group
Phone #: 1-800-380-6636

Group Number: 99910
Case Number: 11335
Access Code: 46282

RATING SCALE
7 = Very Satisfied
6 = Satisfied
5 = Somewhat Satisfied
4 = Neutral
3 = Somewhat Dissatisfied
2 = Dissatisfied
1 = Very Dissatisfied
0 = Don't Know/Not Sure

Question 01. In what ways does this person contribute most to our organization?

Question 02. How could this person increase the contribution s/he makes to our organization?

Question 03. If you could give this person one piece of career advice, what would it be?

You may continue your comments on a separate sheet of paper. Write the numbers on the top.
If you encounter any difficulty in entering your ratings or recording comments,
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ARGOS¹ 360 Reviewer Worksheet

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ASSESSMENT MUST BE COMPLETED DURING THESE DATES: 08/20/99 - 12/31/99

Manager: Brent Sample
 Questionnaire: 01 (Manager Assessment)
 Reviewer Type: Peer Group
 Phone #: 1-800-380-6636

RATING SCALE 7 = Very Satisfied 6 = Satisfied 5 = Somewhat Satisfied 4 = Neutral 3 = Somewhat Dissatisfied 2 = Dissatisfied 1 = Very Dissatisfied 0 = Don't Know/Not Sure
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Group Number: 99910 Case Number: 11338 Access Code: 46403

C. 1									
	1.1	1.2	1.3	1.4					
C. 2									
	2.1	2.2	2.3	2.4	2.5	2.6			
C. 3									
	3.1	3.2	3.3	3.4	3.5				
C. 4									
	4.1	4.2	4.3	4.4					
C. 5									
	5.1	5.2	5.3	5.4	5.5	5.6	5.7		
C. 6									
	6.1	6.2	6.3	6.4	6.5	6.6			
C. 7									
	7.1	7.2	7.3	7.4					
C. 8									
	8.1	8.2	8.3	8.4					
C. 9									
	9.1	9.2	9.3	9.4	9.5	9.6	9.7	9.8	9.9

Please use the next page to enter comments:

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ARGOS 360 Reviewer Worksheet

Continued

Manager: Brent Sample
Questionnaire: 01 (Manager
Assessment)
Reviewer Type: Peer Group
Phone #: 1-800-380-6636

Group Number:	99910
Case Number:	11338
Access Code:	46403

RATING SCALE
7 = Very Satisfied
6 = Satisfied
5 = Somewhat Satisfied
4 = Neutral
3 = Somewhat Dissatisfied
2 = Dissatisfied
1 = Very Dissatisfied
0 = Don't Know/Not Sure

Question 01. In what ways does this person contribute most to our organization?

Question 02. How could this person increase the contribution s/he makes to our organization?

Question 03. If you could give this person one piece of career advice, what would it be?

You may continue your comments on a separate sheet of paper. Write the numbers on the top.
If you encounter any difficulty in entering your ratings or recording comments,
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ARGOSⁱ 360 Reviewer Worksheet

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ASSESSMENT MUST BE COMPLETED DURING THESE DATES: 07/31/99 - 12/31/99

Manager: Debra Demo
 Questionnaire: 01 (Manager Assessment)
 Reviewer Type: Direct Reports
 Phone #: 1-800-380-6636

RATING SCALE 7 = Very Satisfied 6 = Satisfied 5 = Somewhat Satisfied 4 = Neutral 3 = Somewhat Dissatisfied 2 = Dissatisfied 1 = Very Dissatisfied 0 = Don't Know/Not Sure
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Group Number: 99910 Case Number: 12450 Access Code: 07000

C. 1	_____	_____	_____	_____						
	1.1	1.2	1.3	1.4						
C. 2	_____	_____	_____	_____	_____	_____				
	2.1	2.2	2.3	2.4	2.5	2.6				
C. 3	_____	_____	_____	_____	_____					
	3.1	3.2	3.3	3.4	3.5					
C. 4	_____	_____	_____	_____						
	4.1	4.2	4.3	4.4						
C. 5	_____	_____	_____	_____	_____	_____	_____			
	5.1	5.2	5.3	5.4	5.5	5.6	5.7			
C. 6	_____	_____	_____	_____	_____	_____				
	6.1	6.2	6.3	6.4	6.5	6.6				
C. 7	_____	_____	_____	_____						
	7.1	7.2	7.3	7.4						
C. 8	_____	_____	_____	_____						
	8.1	8.2	8.3	8.4						
C. 9	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
	9.1	9.2	9.3	9.4	9.5	9.6	9.7	9.8	9.9	

Please use the next page to enter comments:

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ARGOS 360 Reviewer Worksheet

Continued

Manager: Debra Demo
Questionnaire: 01 (Manager
Assessment)
Reviewer Type: Direct Reports
Phone #: 1-800-380-6636

Group Number: 99910
Case Number: 12450
Access Code: 07000

RATING SCALE
7 = Very Satisfied
6 = Satisfied
5 = Somewhat Satisfied
4 = Neutral
3 = Somewhat Dissatisfied
2 = Dissatisfied
1 = Very Dissatisfied
0 = Don't Know/Not Sure

Question 01. In what ways does this person contribute most to our organization?

Question 02. How could this person increase the contribution s/he makes to our organization?

Question 03. If you could give this person one piece of career advice, what would it be?

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ARGOSⁱ 360 Reviewer Worksheet

Please complete this sheet before calling the phone system,
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ASSESSMENT MUST BE COMPLETED DURING THESE DATES: 10/27/99 - 12/31/99

Manager: Audrey Ormsten
 Questionnaire: 01 (Manager Assessment)
 Reviewer Type: Peer Group
 Phone #: 1-800-380-6636

RATING SCALE 7 = Very Satisfied 6 = Satisfied 5 = Somewhat Satisfied 4 = Neutral 3 = Somewhat Dissatisfied 2 = Dissatisfied 1 = Very Dissatisfied 0 = Don't Know/Not Sure
--

Group Number: 99910 Case Number: 12732 Access Code: 23816

C. 1	_____	_____	_____	_____					
	1.1	1.2	1.3	1.4					
C. 2	_____	_____	_____	_____	_____	_____			
	2.1	2.2	2.3	2.4	2.5	2.6			
C. 3	_____	_____	_____	_____	_____				
	3.1	3.2	3.3	3.4	3.5				
C. 4	_____	_____	_____	_____					
	4.1	4.2	4.3	4.4					
C. 5	_____	_____	_____	_____	_____	_____	_____		
	5.1	5.2	5.3	5.4	5.5	5.6	5.7		
C. 6	_____	_____	_____	_____	_____	_____			
	6.1	6.2	6.3	6.4	6.5	6.6			
C. 7	_____	_____	_____	_____					
	7.1	7.2	7.3	7.4					
C. 8	_____	_____	_____	_____					
	8.1	8.2	8.3	8.4					
C. 9	_____	_____	_____	_____	_____	_____	_____	_____	_____
	9.1	9.2	9.3	9.4	9.5	9.6	9.7	9.8	9.9

Please use the next page to enter comments:

If you need assistance, call the ERC Help Desk at 203-846-4455, extension 40.

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ARGOS 360 Reviewer Worksheet

Continued

Manager: Audrey Ormsten
Questionnaire: 01 (Manager
Assessment)
Reviewer Type: Peer Group
Phone #: 1-800-380-6636

Group Number:	99910
Case Number:	12732
Access Code:	23816

RATING SCALE
7 = Very Satisfied
6 = Satisfied
5 = Somewhat Satisfied
4 = Neutral
3 = Somewhat Dissatisfied
2 = Dissatisfied
1 = Very Dissatisfied
0 = Don't Know/Not Sure

Question 01. In what ways does this person contribute most to our organization?

Question 02. How could this person increase the contribution s/he makes to our organization?

Question 03. If you could give this person one piece of career advice, what would it be?

You may continue your comments on a separate sheet of paper. Write the numbers on the top.
If you encounter any difficulty in entering your ratings or recording comments,
please call the ERC Help Desk at 203-846-4455, extension 40.