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Final Report

Organization for Energy Planning (OEP) Employee Assessment Study

NEXANT INC

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1. INTRODUCTION

This report presents an employee assessment study conducted at the Organization for Energy Planning (OEP). The report starts with a rationale for this study, and outlines its targets. It proceeds to describe the pool of participants targeted by the study, and the assessment instrument and data analysis methodology used. Assessment findings are presented and discussed, and general recommendations are put forward on the basis of these findings. In addition, training recommendations are presented with a view to contributing the current human resource development and performance improvement initiatives at OEP.

2. RATIONALE FOR THE EMPLOYEE ASSESSMENT

This employee assessment was conducted at the request of the Chairman of OEP, in an effort to analyze staff's team traits. The study aimed at determining OEP staff members' potential for working effectively in teams, and at identifying specific staff with team leadership potential. In addition, the study aimed at providing a team trait profile per OEP staff member. These profiles would list the specific team traits that each employee demonstrated, and would thus guide team formulation and strengthening activities at the organization. The findings of this study would thus be significant to OEP with regard to the following:

- supporting informed decisions regarding staff grouping and team formulation;
- supporting informed decisions in selecting team leaders for specific OEP projects; and
- guiding staff development and training activities to enhance and complement the positive team traits identified in OEP staff.

3. ASSESSMENT TARGETS

The employee assessment aimed to achieve the following targets:

- profiling OEP staff's team traits, with particular reference to team leadership and team membership traits;
- identifying OEP staff with effective team leadership traits and/or potential; and
- identifying OEP staff with effective team member traits and/or potential.

4. PARTICIPANTS

This employee assessment study targeted OEP non-management employees in specialist, data entry, secretarial, clerical and technical supervision positions. These included full-time employees at the five main Divisions of OEP (Energy Planning, Energy Conservation, Training and Energy Awareness, Information Management and Computers, and Administration and Finance), as well as employees in work units reporting directly to the Chairman of the Organization. The study also targeted staff on temporary contracts who filled specialist, data entry, secretarial and/or clerical positions at OEP. Employee selection criteria related to the above employment categories were submitted to the Administration Sector of OEP to guide the notification of staff for participation in this study. The following table outlines the planned and actual numbers of participants in each staff category.

CATEGORY	PLANNED NUMBER OF PARTICIPANTS	ACTUAL NUMBER OF PARTICIPANTS
Full-time specialist-level staff	32	17
Full-time data entry staff	8	8
Full-time secretarial staff	6	3
Full-time clerical staff	3	3
Full-time technical unit supervisors	2	0
Specialist staff on temporary contracts	18	16
Data entry, secretarial and clerical staff on temporary contracts	4	4
TOTAL	**73**	**51**

Table (i): Planned Versus Actual Numbers of Participants in this Study

In addition, the list of planned participants compiled by the OEP Administration Sector included three drivers on short-term contracts, one of whom actually attended the assessment. Unfortunately, this respondent's scores were eliminated from the study since he did not fall into any of the targeted employee categories.

For a detailed list of participants providing names, positions and status of participation, please refer to Appendix A.

5. ASSESSMENT APPROACH AND METHODOLOGY

5.1 General Approach

The OEP employee assessment study relied exclusively on a self-assessment approach. This was due to the following considerations:

- time constraints which precluded the execution of a full-fledged 360% assessment;
- subjectivity affecting peer assessments in an organizational culture fraught by internal staff conflict; and

- perceived sensitivity of the nature of the assessment and insecurity regarding the impact of assessment findings.

The consultant conducting this study was fully aware of the implications and restrictions of relying solely on self-assessment with regard to the validity and reliability of the findings. These implications were compounded by the cultural setting in which the study was conducted, where it is quite often the case for respondents to rate themselves quite highly on the basis of perceived self images as opposed to actual behavior and performance. The consultant therefore designed the key assessment instrument utilized in this study to include two interrelated components, with the items of each component structured to provide a degree of internal cross-checking and validation. Nevertheless, it would be worth validating the findings of this study against other assessment instruments and data collection methods.

5.2 Employee Self-Assessment Instrument

This study utilized a paper-based self-assessment instrument which consisted of two main components, as follows:

Part A: Work-Related Team Leadership and/or Membership Traits

In this part of the assessment form, respondents rated items on a rating scale from 1 (never) to 6 (always). An even-numbered rating scale was utilized to encourage each respondent to rate him/herself either positively or negatively with regard to each item, rather than selecting an "average" mid-way point between a positive and a negative rating.

Thirty six items were included in Part A, 18 of which focused on team leadership traits while the other 18 focused on effective team membership/behavior. Each group of 18 items measured nine key traits of effective team leaders and/or team players.

Part B: General Team Leaders' and/or Team Members' Characteristics

Part B of the assessment instrument consisted of 20 adjectives, 10 of which reflected effective team leaders' traits while the other 10 were characteristic of effective team players who would not necessarily lead a project team. Respondents were asked to put a check mark against the 10 adjectives that they felt were most suited to describing their characters. In choosing these 10 adjectives, each respondent was forced to make decisions regarding the traits that he/she considered most indicative of his/her true character.

The leadership assessment instrument described above was designed by the consultant for specific use at OEP. This was deemed necessary since most pre-tested and standardized employee assessments are in English, which renders them difficult to use in an environment where Arabic is utilized almost exclusively by the staff.

The instrument was piloted with two non-OEP respondents, and was fine-tuned and timed on the basis of the pilot stage. It was then translated into Arabic, and reviewed several times to ensure that the nuances of the assessment items were not lost in the translation. For a copy of both English and Arabic versions of the assessment instrument, please refer to Appendix B.

5.3 Scoring

To facilitate scoring and data analysis, a score sheet was utilized by the consultant to create participant trait profiles. Points per item were tabulated in these profiles, and were grouped according to the key traits per area: team leadership or membership. Total scores were converted into percentages to adjust the weighting of each item, and average percentages were provided per area.

Appendix C provides complete employee profiles for all the respondents who took this employee assessment.

5.4 Analysis of Responses

Respondents' scores were sorted according to the following criteria:

- a scores of 80%+ in either team leadership or tem membership traits was considered a significant indicator of a tendency in a particular direction;
- a score of 70-79% in either area was considered an indicator of potential for developing a positive tendency in that particular area;
- scores below 70% indicated an absence of awareness of team traits and teamwork patterns.

6. ASSESSMENT INSTRUMENT ADMINISTRATION

Instrument administration was scheduled to take place in one 20-minute session for all OEP staff expected to participate in this study according to the categories and selection criteria presented in Section 4 above. Single-session administration was deemed important to ensure instrument security, avoid item leakage, and eliminate the effect of external variables.

Nevertheless, single-session administration did not prove possible since employees in various departments had conflicting work commitments outside of OEP at different times, which made it practically impossible to administer the instrument with all target participants in one session. As a result, the instrument was administered to two groups of respondents in two different sessions. Some staff members were not able to attend either session. Appendix A presents a record of staff participation. In addition, Table (i) above outlines summary statistics regarding planned versus actual staff attendance.

Prior to administration per session, participants were given detailed instructions regarding the constituents of each part of the assessment form, the rating scale used, and the overall time allowed for completing the form. This ensured consistency of administration across sessions.

No problems were observed with the instrument during administration. Respondents seemed to understand and be able to follow the instructions given, use the rating scale, and select items as necessary. In two instances, however, it was found that participants exceeded the number of adjectives required for Part B. In these cases, only the first ten adjectives selected by each respondent were tabulated in the scoring sheet.

7. ASSESSMENT FINDINGS

Participants' responses were tabulated and scored according to the scoring system presented in Section 5.3 above. Respondents' overall scores are presented in Appendix D. Appendix E lists ranked participant scores with regard to team leader traits. Appendix F lists ranked participant scores regarding team member traits.

Respondents' scores placed them in the following groups:

RESPONDENT GROUPS	DEFINITION OF GROUPS	NUMBERS OF RESPONDENTS
Group 1	Respondents with scores indicating significantly positive team leader traits	1
Group 2	Respondents with scores indicating potential for team leadership	14
Group 3	Respondents with scores indicating significantly positive team member traits	18
Group 4	Respondents with scores indicating potential for effective team member traits/behavior	21

Table (ii): Respondent Groups Based on Assessment Scores

It is worth noting that the numbers shown per respondent group in Table (ii) above are not mutually exclusive, since positive team leader and team member traits are not, by definition, mutually exclusive. Effective team leaders usually demonstrate positive team member traits, and possess all the characteristics of effective team players.

Names of respondents in each group are presented in Appendix G, arranged from highest to lowest scores per group.

The findings in Table (ii) seem to support the following observations:

- OEP seems to lack staff that are equipped with the positive skills and attitudes to enable them to lead project teams effectively.

- Some staff members (27% of respondents in this study) have the potential to become effective team leaders if their traits are nurtured and enhanced through

training and staff development programs. However, OEP management needs to decide which respondents from Group 2 above are in positions where they would benefit from such training and staff development, and would lead project teams (see Appendix G for names per respondent group).

- 35% of respondents in this study seem to possess positive team member traits. It is therefore expected that they would perform as effective team players on project teams.

- A large number of OEP staff members generally seems to have the potential to function effectively in teams (41% of respondents in this study). Under the right team leadership, and with proper team training, this staff should be able to demonstrate optimal performance on project teams (see Appendix H for training recommendations).

8. ISSUES RELATED TO THE ASSESSMENT FINDINGS

8.1 A review of planned versus actual numbers of participants in this study (see Table i above and Appendix A) leads to the following issues and observations:

- Only 53% of full-time staff in specialist positions attended the assessment. A majority of non-attendees were on extended leave at the time the assessment instrument was administered. For the findings of this study to be significant, non-attendees' team traits need to be assessed and analyzed. This would be especially important since it is this category of staff that forms the core of project teams. OEP management may choose to utilize the same assessment instrument (see Appendix B for both an English and an Arabic version of the instrument) to ensure consistency and congruence of findings.

- Only 9% of respondents in this study held full-time positions in technical specializations (such as engineers and economic researchers). OEP needs to review its current staffing situation to expand this core pool. The organization also needs to assess its total pool of technical specialists with regard to team leadership and team traits, since this pool constitutes the core of project team formulated by OEP. This observation is supported by the fact that the total number of respondents in technical specialist positions (full-time and temporary) constituted only 27% of respondents in this study. As a result, the majority of the scores/findings in this study pertain to administrative and support staff who would only play supporting roles on project teams.

8.2 A review of the participant scoring sheets and trait profiles in Appendix C points to the following issues:

- Participants generally tended to rate themselves highly on items in Part A of the assessment instrument, which explicitly related to their work-related team behavior and performance. These high ratings contrasted with the much more representative scores in Part B of the study. The consultant therefore deems scores on Part B to be more objective and significant than those on Part A. Observed discrepancies also justify the decision to convert scores on both parts to percentages, thus increasing the weighting per item in Part B and balancing both parts to yield one average percentage per area per participant.

- Respondents with full-time positions often rated themselves highly on all items in Part A, which negatively affected each item's impact in discriminating significant traits in this study. In contrast, participants on temporary contracts presented much more objective self assessments, which sometimes meant that their overall scores were lower than those of full-time employees. This phenomenon may be attributed to insecurity of full-time staff with regard to the effect of the assessment on their positions and relations with superiors, a consideration that was less pronounced in temporary staff.

In light of the above issues, it is recommended that the findings of this study be verified against those of complementary data collection and assessment activities. One method might be to present the participant profiles in Appendix C (without actual scores, but listing significant traits as per employee self assessments) to their superiors for review and comment. Significant traits on participant profiles could also be discussed with the peers of each respondent in a modified 360% study.

9. RECOMMENDATIONS

The following recommendations are based on the findings and issues presented above:

- OEP needs to review its current staffing situation to ensure an effective pool of specialist staff in core technical areas related to energy planning, energy conservation, training and energy awareness, and information management. This expanded pool would be drawn on for core members of project teams.

- OEP management needs to consider its current temporary staff to select staff members that seem to have demonstrated effective team leader/member traits in this study, and use this additional staff to enhance its core pool of full-time specialist employees.

- OEP senior management needs to screen its pool of middle managers and employees to formulate a sub-pool of potential project team leaders. These tem leaders could then receive training in teambuilding and project management (see Appendix H for details).

- OEP management and staff would benefit from a systematic teambuilding program to ensure that project teams perform effectively to achieve work unit targets and support organizational goals and objectives.

APPENDIX A: TARGET PARTICIPANTS AND STATUS OF THEIR PARTICIPATION

POSITION	NAME	PARTICIPATION
ENERGY PLANNING DIVISION		
First Engineer	Abeer Samir Khalil	Extended leave without pay.
First Researcher	Heba Atef Dabour	Extended leave without pay.
First Specialist	Ahmed Ismail Rushdi	Acting Energy Forecasting Section Head - Attended the leadership/management assessment.
ENERGY CONSERVATION DIVISION		
First Engineer	Ahmed Abd Rabu Mohamed	Seconded to the Egyptian Environmental Affairs Agency (EEAA)
First Electrical Engineer	Mohamed Hassan Azab El Sayed	✔
First Mechanical Engineer	Khaled Mostafa Kamal El Sayed	✔
First Chemical Engineer	Abdel Raouf Abdel Hamid Abul Fotouh	✔
First Chemical Engineer	Tarek Mostafa Ibrahim	Extended leave without pay.
First Engineer	Gamal Berti Gayed	✔
TRAINING AND ENERGY AWARENESS DIVISION		
First Specialist	Mostafa Anwar Zidan	✔
INFORMATION MANAGEMENT AND COMPUTERS DIVISION		
First Engineer	Hesham Hassan Amin	Did not attend - no reason given.
First Engineer	Khaled Shahat Hamad	Extended leave without pay.
First Specialist	Dalia Essam El Din Ahmed	✔
First Specialist	Mohamed Fouad Daoud	Extended leave without pay.
First Specialist	Emad Mohamed Gadallah	Extended leave without pay.

POSITION	NAME	PARTICIPATION
First Specialist (Librarian)	Saber Rabie Ahmed	✔
ADMINISTRATION AND FINANCE DIVISION		
First Specialist	Hossam El Din Abdel Raouf	Did not attend - no reason given.
First Specialist	Maged Mansour Moussa	✔
First Specialist - Accountant	Ahmed Abdel Wassea Mohamed	✔
First Accountant	Ashraf Mohamed Hosni	Annual leave.
First Engineer	Ali Mohamed Ali El Marakbi	One month leave without pay.
First Specialist	Moataz Mohamed El Atrees	✔
First Accountant	Ossama Hassanein Abdel Hamid Abul Kheir	✔
First Specialist	Hanaa Salah El Terai	Extended leave without pay.
First Accountant	Habi Sayed Mohamed El Naggar	Annual leave.
First Accountant	Khaled Ahmed Kamal	✔
First Specialist	Khaled Meligi Mohamed	✔
First Specialist/Auditor/ Accountant	Hamdi Mohamed Amer	✔
First Specialist/Auditor	Yasser Mohamed Tawfik Mohamed	On external training.
Data Entry Admin Employee	Ali Sayed Ahmed Hegazi	✔
Data Entry Admin Employee	Sayed Hassan Youssef	✔
Data Entry Admin Employee (Working with the Energy Conservation Division)	Ihab Mahmoud Abdel Hamid Selim	✔
Data Entry Admin Employee (Working with the Information Management and Computers Division)	Fathi Abdu Mahmoud	✔
Data Entry Admin Employee (Working with the Security Department)	Khaled Tawfik El Yamani	✔

POSITION	NAME	PARTICIPATION
Data Entry Admin Employee	Mohamed Abdel Badie Daoud	✔
ADMINISTRATION AND FINANCE DIVISION (Continued)		
Data Entry Admin Employee (Working with the Training and Energy Awareness Division)	Naglaa Hassan Hussein Tabrizi	✔
Data Entry Admin Employee (Working with the Training and Energy Awareness Division)	Ahmed Mostafa Farid	✔
Secretary	Mona Abdel Fatah Ibrahim	Extended leave without pay.
Secretary	Naglaa Saeed Abdu	Extended leave without pay.
Secretary	Nahed Azmi Mahmoud	Did not attend - no reason given.
Secretary (Working with the Energy Conservation Division)	Fatma Farghaly Mostafa	✔
Secretary	Mohamed Ali Abdel Rahman	✔
Secretary	Mahmoud Hussein Mohamed	✔
Purchasing Clerk	Hossam El Din Mohsen Abdel Ghaffar	✔
Storehouse Clerk	Tarek Zaki Mohamed Kotb	✔
Clerk	Mohamed Ahmed Megahed	✔
Second Unit Supervisor	Mohamed Abul Maati Sayed	Attended the leadership/management assessment.
Second Unit Supervisor	Mohamed Ali Ahmed Shahat	Sick leave.
EMPLOYEES IN UNITS REPORTING DIRECTLY TO THE CHAIRMAN		
First Specialist - Public Relations	Naglaa Talaat Yasseen El Gharably	✔
First Lawyer	Abdel Rahman El Sayed El Banna	✔

POSITION	NAME	PARTICIPATION
First Specialist - International Relations	Khaled Abdel Aziz El Gohary	✔
EMPLOYEES ON TEMPORARY CONTRACTS		
Programmer	Rabab Hamdi Mahmoud	✔
Programmer	Rasha Mohamed El Sokkary	✔
EMPLOYEES ON TEMPORARY CONTRACTS (Continued)		
Measurement Equipment Technician	Salama Nagaty Elias	✔
Specialist	Mona Ateya Akl	✔
Specialist	Shereen Hassan Hosni	✔
Purchasing Clerk	Ahmed Safwat Mahmoud	✔
Economic Researcher	Nevine Hassan Ahmed Mohamed	✔
Purchasing Clerk	Mohamed Abdel Halim El Sayed	✔
Accountant	Hossam Mohamed Hassan El Sharkawi	✔
Specialist	Belal Farag Belal	✔
Computers Specialist	Hatem Mohamed Hassan Mohamed El Sayed	✔
Not known (no data provided by employee or Personnel Department)	Ashraf Moussa Manie	Did not attend - no reason given.
Electrical Engineer	Amani Nagi Habib	✔
Archiving Clerk	Zaki Ahmed Zaki Mohamed	✔
Electronic Engineer	Shorouk Abdel Hamid Mohamed Abdallah	✔
Specialist (Training and Awareness)	Rasha Mohamed Abdel Moneim	✔
Chemical Engineer	Basma Abdel Fatah	✔
Specialist	Dina Ibrahim El Bahbiti	✔
Chemical Engineer	Sahar Ali Ali El Beheiri	✔
Computers Specialist	Ahmed Mohamed Abdel Rahman	✔
Not known (no data provided by employee or Personnel Department)	Tamer Hussein Badawi	Did not attend - no reason given.

POSITION	NAME	PARTICIPATION
Transport (Driver)	Ashraf Shaker Saber	✔ (This employee should not have attended the assessment, as per the employee categories/ selection criteria submitted to the Administration Sector.)
Lawyer	Naglaa Mohamed Moawad	✔

APPENDIX B

ORGANIZATION FOR ENERGY PLANNING
HUMAN RESOURCE DEVELOPMENT

SELF-ASSESSMENT INSTRUMENT (2)

The purpose of this survey is for OEP employees to assess their own skills, tendencies and work style. The results of this self-assessment will be used as a basis for team formulation and employee development. Please indicate your name, position and work unit in the following boxes.

NAME:	
POSITION:	
WORK UNIT:	

PART A

Read each of the following items carefully. Rate yourself on each item using the rating scale on the right. The following is a definition of each rating:

1 Never (0% of the time)
2 Seldom (1-24%% of the time)
3 Sometimes (25-49% of the time)
4 Frequently (50-74% of the time))
5 Very frequently (75-99% of the time)
6 Always (100% of the time)

	1	2	3	4	5	6
1. I have a reputation for being assertive in meetings.						
2. I discuss ideas with colleagues and team members.						
3. I am careful to perform work accurately.						
4. I enjoy challenges.						
5. I am a good listener.						
6. I am critical of myself and of others.						
7. I suggest effective solutions to resolve difficult situations.						
8. I experience frustration when time passes without getting much accomplished.						
9. I don't mind waiting for colleagues to finish their work.						
10. I go beyond my own duties to help colleagues.						
11. I am consistent in what I do and say.						
12. I save time and effort in executing tasks.						
13. I am interested in my own and other's work.						
14. I admit to my mistakes.						
15. I take independent action.						
16. I highlight other's contribution to a work task.						
17. I can be depended on to follow instructions.						
18. I take pride in staying calm.						
19. I am willing to share information with others.						
20. I plan ahead to achieve work objectives.						

	1	2	3	4	5	6
21. I question the status quo.						
22. I influence others with my point of view.						
23. I look for ways to improve the quality of work.						
24. I analyze difficult situations carefully to determine win-win solutions.						
25. I have a high sense of urgency.						
26. I follow systems and procedures carefully.						
27. I avoid duplicating other's work.						
28. I can be depended on to perform tasks to schedule.						
29. I accept accountability for my actions.						
30. I emphasize the importance of getting the job done.						
31. I review my work carefully before submitting it.						
32. I pursue opportunities aggressively.						
33. I am energetic at work.						
34. I am careful with the use of organizational resources and consumables.						
35. I enjoy working with others in teams.						
36. I am empathetic with my colleagues.						

PART B

Put a check mark (√) against 10 of the following items that you feel best describe your character.

- ❑ ambitious
- ❑ cooperative
- ❑ eager
- ❑ efficient
- ❑ ethical
- ❑ patient
- ❑ poised
- ❑ precise
- ❑ productive
- ❑ quality-oriented
- ❑ reliable
- ❑ responsible
- ❑ results-oriented
- ❑ self-assured
- ❑ stable
- ❑ a communicator
- ❑ a conductor
- ❑ a problem solver
- ❑ a promoter
- ❑ a supporter

APPENDIX C

INDIVIDUAL PARTICIPANT TEAM TRAIT PROFILES

Notes:

Profiles are arranged in alphabetical order.
All percentages presented in the profiles are rounded.

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Abdel Rahman El Sayed El Banna
POSITION: First Lawyer
DIVISION: Department of Legal Affairs

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	1
Patience	1	Precision	2
Ambition	0	Team Player	1
Composure	0	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	1	Reliability	2
Initiative	0	Enthusiasm	2
Responsibility	1	Integrity	1
Problem Solving	2	Efficiency	1
Total Score	**8**	**Total Score**	**14**
Percentage	**44%**	**Percentage**	**78%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	1
Patient		Productive	1
Responsible	1	Ethical	1
Ambitious		Reliable	4
Poised		Precise	5
Results-oriented		Eager	
Quality-oriented		Cooperative	
A problem solver	1	Stable	1
A promoter	1	A communicator	
A conductor	1	A supporter	
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**42%**	**Team Member Traits: Average Percentage**	**69%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Abdel Raouf Abdel Hamid Abul Fotouh
POSITION: First Chemical Engineer
DIVISION: Energy Conservation

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	1	Precision	2
Ambition	1	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**16**	**Total Score**	**18**
Percentage	**89%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	1
Patient	1	Productive	1
Responsible		Ethical	1
Ambitious	1	Reliable	
Poised	1	Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter		A communicator	
A conductor	1	A supporter	
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**64%**	**Team Member Traits: Average Percentage**	**80%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Ahmed Abdel Wassea Mohamed
POSITION: First Specialist - Accountant
DIVISION: Administration and Finance Division

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	1	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**17**	**Total Score**	**18**
Percentage	**94%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient	1	Productive	1
Responsible	1	Ethical	
Ambitious	1	Reliable	
Poised	1	Precise	1
Results-oriented		Eager	
Quality-oriented	1	Cooperative	1
A problem solver		Stable	1
A promoter		A communicator	
A conductor		A supporter	
Total Score	**6**	**Total Score**	**4**
Percentage	**60%**	**Percentage**	**40%**

Team Leader Traits: Average Percentage	**77%**	**Team Member Traits: Average Percentage**	**70%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Ahmed Mohamed Abdel Rahman
POSITION: Computers Specialist (Temporary Contract)
DIVISION: Information Management and Computers

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	1	Precision	2
Ambition	1	Team Player	2
Composure	1	Productivity	2
Results Orientation	2	Steadiness	1
Quality Orientation	1	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	1
Total Score	**14**	**Total Score**	**16**
Percentage	**78%**	**Percentage**	**89%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	1
Patient		Productive	1
Responsible	1	Ethical	1
Ambitious	1	Reliable	
Poised		Precise	
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver	1	Stable	1
A promoter	1	A communicator	
A conductor		A supporter	
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	59%	**Team Member Traits: Average Percentage**	74%

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Ahmed Mostafa Farid
POSITION: Data Entry Admin Employee
DIVISION: Administration and Finance (Working with Training and Energy Awareness)

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	1	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	1	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**16**	**Total Score**	**18**
Percentage	**89%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	1
Patient	1	Productive	1
Responsible		Ethical	1
Ambitious	1	Reliable	1
Poised	1	Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter		A communicator	
A conductor		A supporter	
Total Score	**3**	**Total Score**	**7**
Percentage	**30%**	**Percentage**	**70%**

Team Leader Traits: Average Percentage	**59%**	**Team Member Traits: Average Percentage**	**85%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Ahmed Safwat Mahmoud
POSITION: Purchasing Clerk (Temporary Contract)
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	1
Patience	1	Precision	2
Ambition	1	Team Player	1
Composure	1	Productivity	2
Results Orientation	1	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	1
Responsibility	2	Integrity	2
Problem Solving	1	Efficiency	2
Total Score	**12**	**Total Score**	**15**
Percentage	**67%**	**Percentage**	**83%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	
Patient		Productive	
Responsible	1	Ethical	1
Ambitious		Reliable	
Poised		Precise	1
Results-oriented	1	Eager	1
Quality-oriented	1	Cooperative	1
A problem solver		Stable	1
A promoter		A communicator	1
A conductor		A supporter	1
Total Score	**3**	**Total Score**	**7**
Percentage	**30%**	**Percentage**	**70%**

Team Leader Traits: Average Percentage	**48%**	**Team Member Traits: Average Percentage**	**77%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Ali Sayed Ahmed Hegazi
POSITION: Data Entry Admin Employee
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	1
Patience	1	Precision	2
Ambition	1	Team Player	2
Composure	0	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	1
Responsibility	1	Integrity	2
Problem Solving	1	Efficiency	1
Total Score	**12**	**Total Score**	**15**
Percentage	**67%**	**Percentage**	**83%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	
Patient	1	Productive	1
Responsible		Ethical	1
Ambitious		Reliable	1
Poised		Precise	
Results-oriented	1	Eager	
Quality-oriented		Cooperative	1
A problem solver	1	Stable	1
A promoter		A communicator	
A conductor	1	A supporter	1
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**53%**	**Team Member Traits: Average Percentage**	**72%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Amani Nagi Habib
POSITION: Electrical Engineer (Temporary Contract)
DIVISION: Energy Conservation

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	1	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**17**	**Total Score**	**18**
Percentage	**94%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	
Patient	1	Productive	
Responsible		Ethical	1
Ambitious	1	Reliable	
Poised		Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	1
A promoter	1	A communicator	1
A conductor		A supporter	1
Total Score	**3**	**Total Score**	**7**
Percentage	**30%**	**Percentage**	**70%**

Team Leader Traits: Average Percentage	**62%**	**Team Member Traits: Average Percentage**	**85%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Basma Abdel Fatah
POSITION: Chemical Engineer (Temporary Contract)
DIVISION: Energy Conservation

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**18**	**Total Score**	**18**
Percentage	**100%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	
Patient		Productive	
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented		Eager	
Quality-oriented		Cooperative	1
A problem solver	1	Stable	
A promoter	1	A communicator	
A conductor	1	A supporter	1
Total Score	**5**	**Total Score**	**5**
Percentage	**50%**	**Percentage**	**50%**

Team Leader Traits: Average Percentage	**75%**	**Team Member Traits: Average Percentage**	**75%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Belal Farag Belal
POSITION: Specialist (Temporary Contract)
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	1	Precision	2
Ambition	1	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**16**	**Total Score**	**18**
Percentage	**89%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	1
Patient	1	Productive	1
Responsible		Ethical	1
Ambitious	1	Reliable	
Poised	1	Precise	1
Results-oriented		Eager	1
Quality-oriented	1	Cooperative	1
A problem solver		Stable	
A promoter		A communicator	
A conductor		A supporter	
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**64%**	**Team Member Traits: Average Percentage**	**80%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Dalia Essam El Din Ahmed
POSITION: First Specialist
DIVISION: Information Management and Computers

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	2
Patience	2	Precision	2
Ambition	1	Team Player	2
Composure	1	Productivity	2
Results Orientation	2	Steadiness	1
Quality Orientation	1	Reliability	1
Initiative	1	Enthusiasm	1
Responsibility	2	Integrity	1
Problem Solving	1	Efficiency	1
Total Score	**12**	**Total Score**	**13**
Percentage	**67%**	**Percentage**	**72%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	1
Patient		Productive	
Responsible		Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter	1	A communicator	1
A conductor		A supporter	1
Total Score	**3**	**Total Score**	**7**
Percentage	**30%**	**Percentage**	**70%**

Team Leader Traits: Average Percentage	**48%**	**Team Member Traits: Average Percentage**	**71%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Dina Ibrahim El Bahbiti
POSITION: Specialist (Temporary Contract)
DIVISION: Information Management and Computers

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	0	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	0	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	0	Efficiency	2
Total Score	**12**	**Total Score**	**18**
Percentage	**67%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient	1	Productive	
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented		Eager	
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter		A communicator	1
A conductor		A supporter	1
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**53%**	**Team Member Traits: Average Percentage**	**80%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Fathi Abdu Mahmoud
POSITION: Data Entry Admin Specialist
DIVISION: Administration and Finance (Working with Information Management and Computers

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	1	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	1	Enthusiasm	2
Responsibility	2	Integrity	1
Problem Solving	2	Efficiency	2
Total Score	**16**	**Total Score**	**17**
Percentage	**89%**	**Percentage**	**94%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	
Patient	1	Productive	1
Responsible	1	Ethical	
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	1
A promoter	1	A communicator	
A conductor		A supporter	
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**64%**	**Team Member Traits: Average Percentage**	**77%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Fatma Farghaly Mostafa
POSITION: Secretary
DIVISION: Administration and Management (Working with Energy Conservation)

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	1	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**17**	**Total Score**	**18**
Percentage	**94%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	1
Patient	1	Productive	
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter		A communicator	1
A conductor		A supporter	1
Total Score	**3**	**Total Score**	**7**
Percentage	**30%**	**Percentage**	**70%**

Team Leader Traits: Average Percentage	**62%**	**Team Member Traits: Average Percentage**	**85%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Gamal Berti Gayed
POSITION: First Engineer
DIVISION: Energy Conservation

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	2
Patience	0	Precision	2
Ambition	2	Team Player	2
Composure	1	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	1	Efficiency	2
Total Score	**13**	**Total Score**	**18**
Percentage	**72%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	1
Patient		Productive	
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised	1	Precise	
Results-oriented		Eager	
Quality-oriented		Cooperative	1
A problem solver		Stable	1
A promoter		A communicator	
A conductor	1	A supporter	
Total Score	**5**	**Total Score**	**5**
Percentage	**50%**	**Percentage**	**50%**

Team Leader Traits: Average Percentage	**61%**	**Team Member Traits: Average Percentage**	**75%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Hamdi Mohamed Amer
POSITION: First Specialist - Auditor/Accountant
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	2
Patience	2	Precision	2
Ambition	0	Team Player	2
Composure	0	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	1	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	1
Total Score	**12**	**Total Score**	**17**
Percentage	**67%**	**Percentage**	**94%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	1
Patient	1	Productive	1
Responsible	1	Ethical	1
Ambitious		Reliable	1
Poised		Precise	1
Results-oriented		Eager	1
Quality-oriented	1	Cooperative	1
A problem solver		Stable	
A promoter		A communicator	
A conductor		A supporter	
Total Score	**3**	**Total Score**	**7**
Percentage	**30%**	**Percentage**	**70%**

Team Leader Traits: Average Percentage	**48%**	**Team Member Traits: Average Percentage**	**82%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Hatem Mohamed Hassan Mohamed El Sayed
POSITION: Computer Specialist (Temporary Contract)
DIVISION: Information Management and Computers

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**18**	**Total Score**	**18**
Percentage	**100%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	1
Patient	1	Productive	1
Responsible		Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	
Results-oriented		Eager	
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter	1	A communicator	1
A conductor		A supporter	
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**70%**	**Team Member Traits: Average Percentage**	**80%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Hossam El Din Mohsen Abdel Ghaffar
POSITION: Purchasing Clerk
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	1	Precision	2
Ambition	1	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	1	Enthusiasm	1
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**15**	**Total Score**	**17**
Percentage	**83%**	**Percentage**	**94%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient		Productive	
Responsible	1	Ethical	1
Ambitious		Reliable	
Poised	1	Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	1
A promoter		A communicator	1
A conductor		A supporter	1
Total Score	**3**	**Total Score**	**7**
Percentage	**30%**	**Percentage**	**70%**

Team Leader Traits: Average Percentage	**57%**	**Team Member Traits: Average Percentage**	**82%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Hossam Mohamed Hassan El Sharkawi
POSITION: Accountant (Temporary Contract)
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	1
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	1	Enthusiasm	1
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**17**	**Total Score**	**16**
Percentage	**94%**	**Percentage**	**89%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient		Productive	
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised	1	Precise	
Results-oriented		Eager	
Quality-oriented		Cooperative	1
A problem solver	1	Stable	
A promoter		A communicator	1
A conductor	1	A supporter	
Total Score	**6**	**Total Score**	**4**
Percentage	**60%**	**Percentage**	**40%**

Team Leader Traits: Average Percentage	**77%**	**Team Member Traits: Average Percentage**	**64%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Ihab Mahmoud Abdel Hamid El Sayed
POSITION: Data Entry Admin Employee
DIVISION: Administration and Finance (Working with Energy Conservation)

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	1	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**17**	**Total Score**	**18**
Percentage	**94%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	1
Patient		Productive	1
Responsible	1	Ethical	
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter		A communicator	1
A conductor		A supporter	1
Total Score	**2**	**Total Score**	**8**
Percentage	**20%**	**Percentage**	**80%**

Team Leader Traits: Average Percentage	**57%**	**Team Member Traits: Average Percentage**	**90%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Khaled Abdel Aziz El Gohary
POSITION: First Specialist - International Relations
DIVISION: International and Public Relations Department

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	1	Precision	2
Ambition	2	Team Player	1
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**17**	**Total Score**	**17**
Percentage	**94%**	**Percentage**	**94%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	1
Patient		Productive	
Responsible		Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented		Eager	
Quality-oriented	1	Cooperative	
A problem solver	1	Stable	
A promoter	1	A communicator	1
A conductor		A supporter	
Total Score	**5**	**Total Score**	**5**
Percentage	**50%**	**Percentage**	**50%**

Team Leader Traits: Average Percentage	**72%**	**Team Member Traits: Average Percentage**	**72%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Khaled Ahmed Kamal
POSITION: First Accountant
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	1
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**18**	**Total Score**	**17**
Percentage	**100%**	**Percentage**	**94%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient	1	Productive	1
Responsible	1	Ethical	
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter		A communicator	1
A conductor		A supporter	
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**70%**	**Team Member Traits: Average Percentage**	**77%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Khaled Meligi Mohamed
POSITION: First Specialist
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	1
Patience	2	Precision	2
Ambition	2	Team Player	1
Composure	1	Productivity	1
Results Orientation	1	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**15**	**Total Score**	**15**
Percentage	**83%**	**Percentage**	**83%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient		Productive	1
Responsible		Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented		Eager	
Quality-oriented	1	Cooperative	1
A problem solver	1	Stable	
A promoter		A communicator	
A conductor		A supporter	1
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**62%**	**Team Member Traits: Average Percentage**	**72%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Khaled Mostafa Kamal El Sayed
POSITION: First Mechanical Engineer
DIVISION: Energy Conservation

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**18**	**Total Score**	**18**
Percentage	**100%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	
Patient	1	Productive	
Responsible	1	Ethical	1
Ambitious	1	Reliable	
Poised		Precise	1
Results-oriented		Eager	
Quality-oriented	1	Cooperative	
A problem solver	1	Stable	1
A promoter	1	A communicator	
A conductor		A supporter	1
Total Score	**6**	**Total Score**	**4**
Percentage	**60%**	**Percentage**	**40%**

Team Leader Traits: Average Percentage	**80%**	**Team Member Traits: Average Percentage**	**70%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Khaled Tawfik El Yamani
POSITION: Data Entry Admin Employee
DIVISION: Administration and Finance (Working with Security)

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	1	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	1
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**17**	**Total Score**	**17**
Percentage	**94%**	**Percentage**	**94%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	
Patient		Productive	
Responsible		Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver	1	Stable	
A promoter	1	A communicator	
A conductor	1	A supporter	1
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**67%**	**Team Member Traits: Average Percentage**	**77%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Maged Mansour Moussa
POSITION: First Specialist
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	1
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**17**	**Total Score**	**17**
Percentage	**94%**	**Percentage**	**94%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	
Patient		Productive	
Responsible		Ethical	1
Ambitious		Reliable	1
Poised	1	Precise	1
Results-oriented		Eager	
Quality-oriented	1	Cooperative	1
A problem solver	1	Stable	1
A promoter	1	A communicator	
A conductor	1	A supporter	
Total Score	**5**	**Total Score**	**5**
Percentage	**50%**	**Percentage**	**50%**

Team Leader Traits: Average Percentage	**72%**	**Team Member Traits: Average Percentage**	**72%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Mahmoud Hussein Mohamed
POSITION: Secretary
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	1
Patience	1	Precision	2
Ambition	1	Team Player	2
Composure	0	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	1	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	0
Total Score	**12**	**Total Score**	**15**
Percentage	**67%**	**Percentage**	**83%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	1
Patient		Productive	
Responsible		Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	1
A promoter	1	A communicator	
A conductor		A supporter	
Total Score	**3**	**Total Score**	**7**
Percentage	**30%**	**Percentage**	**70%**

Team Leader Traits: Average Percentage	**48%**	**Team Member Traits: Average Percentage**	**77%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Moataz Mohamed El Atrees
POSITION: First Specialist
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	2
Patience	2	Precision	2
Ambition	1	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	1	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**15**	**Total Score**	**18**
Percentage	**83%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	1
Patient	1	Productive	
Responsible	1	Ethical	1
Ambitious	1	Reliable	
Poised		Precise	
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver	1	Stable	
A promoter	1	A communicator	
A conductor	1	A supporter	
Total Score	**6**	**Total Score**	**4**
Percentage	**60%**	**Percentage**	**40%**

Team Leader Traits: Average Percentage	**72%**	**Team Member Traits: Average Percentage**	**70%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Mohamed Abdel Badie Daoud
POSITION: Data Entry Admin Employee
DIVISION: Administration and Finance (Working with the Legal Affairs Department)

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	1	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	1
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**17**	**Total Score**	**17**
Percentage	**94%**	**Percentage**	**94%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient	1	Productive	
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised	1	Precise	
Results-oriented	1	Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter		A communicator	
A conductor		A supporter	
Total Score	**6**	**Total Score**	**4**
Percentage	**60%**	**Percentage**	**40%**

Team Leader Traits: Average Percentage	**77%**	**Team Member Traits: Average Percentage**	**67%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Mohamed Abdel Halim El Sayed
POSITION: Purchasing Clerk (Temporary Contract)
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	1	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	1
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**17**	**Total Score**	**17**
Percentage	**94%**	**Percentage**	**94%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient		Productive	1
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised	1	Precise	
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	1
A promoter		A communicator	
A conductor		A supporter	
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**67%**	**Team Member Traits: Average Percentage**	**77%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Mohamed Ahmed Megahed
POSITION: Clerk
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	0
Patience	2	Precision	2
Ambition	1	Team Player	1
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	1	Integrity	2
Problem Solving	1	Efficiency	1
Total Score	**14**	**Total Score**	**14**
Percentage	**78%**	**Percentage**	**78%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	1
Patient		Productive	
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented		Eager	
Quality-oriented		Cooperative	1
A problem solver	1	Stable	
A promoter		A communicator	1
A conductor		A supporter	
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**59%**	**Team Member Traits: Average Percentage**	**69%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Mohamed Ali Abdel Rahman
POSITION: Secretary
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	0	Sociability	2
Patience	1	Precision	2
Ambition	2	Team Player	1
Composure	2	Productivity	1
Results Orientation	2	Steadiness	2
Quality Orientation	1	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	1	Integrity	2
Problem Solving	1	Efficiency	1
Total Score	**12**	**Total Score**	**15**
Percentage	**67%**	**Percentage**	**83%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient	1	Productive	1
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	
Results-oriented	1	Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter		A communicator	
A conductor		A supporter	
Total Score	**5**	**Total Score**	**5**
Percentage	**50%**	**Percentage**	**50%**

Team Leader Traits: Average Percentage	**58%**	**Team Member Traits: Average Percentage**	**67%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Mohamed Hassan Azab El Sayed
POSITION: First Electrical Engineer
DIVISION: Energy Conservation

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**18**	**Total Score**	**18**
Percentage	**100%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	1
Patient		Productive	1
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	
Results-oriented	1	Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter		A communicator	
A conductor		A supporter	
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**70%**	**Team Member Traits: Average Percentage**	**80%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Mona Atteya Akl
POSITION: Specialist (Temporary Contract)
DIVISION: Information Management and Computers

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	0	Sociability	1
Patience	1	Precision	2
Ambition	0	Team Player	1
Composure	2	Productivity	2
Results Orientation	1	Steadiness	1
Quality Orientation	0	Reliability	0
Initiative	1	Enthusiasm	2
Responsibility	2	Integrity	0
Problem Solving	0	Efficiency	1
Total Score	**7**	**Total Score**	**10**
Percentage	**39%**	**Percentage**	**56%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	1
Patient	1	Productive	1
Responsible		Ethical	1
Ambitious	1	Reliable	
Poised		Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter		A communicator	1
A conductor		A supporter	1
Total Score	**2**	**Total Score**	**8**
Percentage	**20%**	**Percentage**	**80%**

Team Leader Traits: Average Percentage	**30%**	**Team Member Traits: Average Percentage**	**68%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Mostafa Anwar Zidan
POSITION: First Specialist
DIVISION: Training and Energy Awareness

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**18**	**Total Score**	**18**
Percentage	**100%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	
Patient	1	Productive	
Responsible	1	Ethical	1
Ambitious		Reliable	
Poised	1	Precise	
Results-oriented		Eager	
Quality-oriented		Cooperative	1
A problem solver	1	Stable	1
A promoter	1	A communicator	1
A conductor		A supporter	1
Total Score	**5**	**Total Score**	**5**
Percentage	**50%**	**Percentage**	**50%**

Team Leader Traits: Average Percentage	**75%**	**Team Member Traits: Average Percentage**	**75%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Naglaa Hassan Hussein Tabrizi
POSITION: Data Entry Admin Employee
DIVISION: Administration and Finance (Working with Training and Energy Awareness)

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	1	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**17**	**Total Score**	**18**
Percentage	**94%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	1
Patient		Productive	1
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter		A communicator	
A conductor		A supporter	1
Total Score	**3**	**Total Score**	**7**
Percentage	**30%**	**Percentage**	**70%**

Team Leader Traits: Average Percentage	**62%**	**Team Member Traits: Average Percentage**	**85%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Naglaa Mohamed Moawad
POSITION: Lawyer (Temporary Contract)
DIVISION: Legal Affairs Department

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	1
Problem Solving	2	Efficiency	1
Total Score	**18**	**Total Score**	**16**
Percentage	**100%**	**Percentage**	**89%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	1
Patient		Productive	1
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised	1	Precise	
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter		A communicator	
A conductor		A supporter	
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**70%**	**Team Member Traits: Average Percentage**	**74%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Naglaa Talaat Yasseen El Gharably
POSITION: First Specialist - Public Relations
DIVISION: International and Public Relations Department

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**18**	**Total Score**	**18**
Percentage	**100%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	
Patient	1	Productive	1
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented		Eager	
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter		A communicator	1
A conductor		A supporter	1
Total Score	**3**	**Total Score**	**7**
Percentage	**30%**	**Percentage**	**70%**

Team Leader Traits: Average Percentage	**65%**	**Team Member Traits: Average Percentage**	**85%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Nevine Hassan Ahmed Mohamed
POSITION: Economic Researcher (Temporary Contract)
DIVISION: Energy Planning

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	1	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**17**	**Total Score**	**18**
Percentage	**94%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	
Patient		Productive	1
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented	1	Eager	
Quality-oriented		Cooperative	1
A problem solver		Stable	
A promoter		A communicator	1
A conductor		A supporter	1
Total Score	**3**	**Total Score**	**7**
Percentage	**30%**	**Percentage**	**70%**

Team Leader Traits: Average Percentage	**62%**	**Team Member Traits: Average Percentage**	**85%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Ossama Hassanein Abdel Hamid Abul Kheir
POSITION: First Accountant
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	1	Precision	2
Ambition	2	Team Player	1
Composure	1	Productivity	1
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	1
Total Score	**16**	**Total Score**	**15**
Percentage	**89%**	**Percentage**	**83%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient		Productive	
Responsible	1	Ethical	1
Ambitious		Reliable	1
Poised	1	Precise	1
Results-oriented		Eager	
Quality-oriented		Cooperative	1
A problem solver	1	Stable	
A promoter		A communicator	
A conductor	1	A supporter	1
Total Score	**5**	**Total Score**	**5**
Percentage	**50%**	**Percentage**	**50%**

Team Leader Traits: Average Percentage	**69%**	**Team Member Traits: Average Percentage**	**67%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Rabab Hamdi Mahmoud
POSITION: Programmer (Temporary Contract)
DIVISION: Information Management and Computers

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	1
Composure	2	Productivity	1
Results Orientation	2	Steadiness	2
Quality Orientation	1	Reliability	2
Initiative	1	Enthusiasm	1
Responsibility	1	Integrity	2
Problem Solving	0	Efficiency	2
Total Score	**13**	**Total Score**	**15**
Percentage	**72%**	**Percentage**	**83%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient	1	Productive	
Responsible	1	Ethical	1
Ambitious	1	Reliable	
Poised		Precise	
Results-oriented	1	Eager	
Quality-oriented		Cooperative	1
A problem solver	1	Stable	1
A promoter		A communicator	
A conductor	1	A supporter	
Total Score	**7**	**Total Score**	**3**
Percentage	**70%**	**Percentage**	**30%**

Team Leader Traits: Average Percentage	**71%**	**Team Member Traits: Average Percentage**	**57%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Rasha Mohamed Abdel Moneim
POSITION: Specialist (Temporary Contract)
DIVISION: Training and Energy Awareness

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	2
Patience	2	Precision	2
Ambition	2	Team Player	2
Composure	1	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**16**	**Total Score**	**18**
Percentage	**89%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient		Productive	
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	1
A promoter		A communicator	1
A conductor		A supporter	
Total Score	**3**	**Total Score**	**7**
Percentage	**30%**	**Percentage**	**70%**

Team Leader Traits: Average Percentage	**59%**	**Team Member Traits: Average Percentage**	**85%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Rasha Mohamed El Sokkary
POSITION: Programmer (Temporary Contract)
DIVISION: Information Management and Computers

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	0	Sociability	1
Patience	2	Precision	2
Ambition	1	Team Player	1
Composure	1	Productivity	2
Results Orientation	1	Steadiness	2
Quality Orientation	1	Reliability	2
Initiative	1	Enthusiasm	2
Responsibility	2	Integrity	1
Problem Solving	0	Efficiency	2
Total Score	**9**	**Total Score**	**15**
Percentage	**50%**	**Percentage**	**83%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient	1	Productive	
Responsible	1	Ethical	
Ambitious	1	Reliable	1
Poised		Precise	
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver	1	Stable	
A promoter		A communicator	1
A conductor		A supporter	1
Total Score	**5**	**Total Score**	**5**
Percentage	**50%**	**Percentage**	**50%**

Team Leader Traits: Average Percentage	**50%**	**Team Member Traits: Average Percentage**	**67%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Saber Rabie Ahmed
POSITION: First Specialist - Librarian
DIVISION: Information Management and Computers

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	1	Precision	2
Ambition	2	Team Player	1
Composure	1	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**16**	**Total Score**	**17**
Percentage	**89%**	**Percentage**	**94%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	1
Patient	1	Productive	1
Responsible	1	Ethical	
Ambitious	1	Reliable	1
Poised	1	Precise	1
Results-oriented		Eager	
Quality-oriented		Cooperative	
A problem solver		Stable	
A promoter		A communicator	
A conductor	1	A supporter	1
Total Score	**5**	**Total Score**	**5**
Percentage	**50%**	**Percentage**	**50%**

Team Leader Traits: Average Percentage	**69%**	**Team Member Traits: Average Percentage**	**72%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Sahar Ali Ali El Beheiry
POSITION: Chemical Engineer (Temporary Contract)
DIVISION: Energy Conservation

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	1	Precision	2
Ambition	2	Team Player	2
Composure	1	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	1	Enthusiasm	2
Responsibility	2	Integrity	1
Problem Solving	2	Efficiency	2
Total Score	**15**	**Total Score**	**17**
Percentage	**83%**	**Percentage**	**94%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	
Patient	1	Productive	1
Responsible	1	Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	1
A promoter		A communicator	1
A conductor		A supporter	
Total Score	**3**	**Total Score**	**7**
Percentage	**30%**	**Percentage**	**70%**

Team Leader Traits: Average Percentage	**57%**	**Team Member Traits: Average Percentage**	**82%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Salama Nagaty Elias
POSITION: Measurement Equipment Technician (Temporary Contract)
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	1	Precision	2
Ambition	2	Team Player	2
Composure	2	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**17**	**Total Score**	**18**
Percentage	**94%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	1
Patient	1	Productive	1
Responsible	1	Ethical	
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	1
A promoter		A communicator	
A conductor		A supporter	
Total Score	**3**	**Total Score**	**7**
Percentage	**30%**	**Percentage**	**70%**

Team Leader Traits: Average Percentage	**62%**	**Team Member Traits: Average Percentage**	**85%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Sayed Hassan Youssef
POSITION: Data Entry Admin Employee
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	2	Sociability	2
Patience	1	Precision	2
Ambition	2	Team Player	2
Composure	1	Productivity	2
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**16**	**Total Score**	**18**
Percentage	**89%**	**Percentage**	**100%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured		Efficient	1
Patient		Productive	1
Responsible		Ethical	1
Ambitious	1	Reliable	1
Poised		Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver	1	Stable	
A promoter		A communicator	
A conductor		A supporter	1
Total Score	**2**	**Total Score**	**8**
Percentage	**20%**	**Percentage**	**80%**

Team Leader Traits: Average Percentage	**54%**	**Team Member Traits: Average Percentage**	**90%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Shereen Hassan Hosni
POSITION: Specialist (Temporary Copntract)
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	1
Patience	1	Precision	2
Ambition	1	Team Player	1
Composure	2	Productivity	1
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**15**	**Total Score**	**15**
Percentage	**83%**	**Percentage**	**83%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient	1	Productive	
Responsible	1	Ethical	1
Ambitious	1	Reliable	
Poised		Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	1
A promoter		A communicator	1
A conductor		A supporter	
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**62%**	**Team Member Traits: Average Percentage**	**72%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Shorouk Abdel Hamid Mohamed Abdalla
POSITION: Electronic Engineer (Temporary Contract)
DIVISION: Energy Planning

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	1
Patience	1	Precision	2
Ambition	1	Team Player	2
Composure	1	Productivity	2
Results Orientation	1	Steadiness	2
Quality Orientation	1	Reliability	1
Initiative	1	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	1	Efficiency	1
Total Score	**10**	**Total Score**	**15**
Percentage	**56%**	**Percentage**	**83%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient	1	Productive	
Responsible		Ethical	1
Ambitious	1	Reliable	
Poised		Precise	
Results-oriented		Eager	1
Quality-oriented	1	Cooperative	1
A problem solver		Stable	1
A promoter		A communicator	
A conductor	1	A supporter	1
Total Score	**5**	**Total Score**	**5**
Percentage	**50%**	**Percentage**	**50%**

Team Leader Traits: Average Percentage	**53%**	**Team Member Traits: Average Percentage**	**67%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Tarek Zaki Mohamed Kotb
POSITION: Storehouse Clerk
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	2
Patience	2	Precision	2
Ambition	1	Team Player	1
Composure	1	Productivity	1
Results Orientation	2	Steadiness	2
Quality Orientation	2	Reliability	2
Initiative	2	Enthusiasm	2
Responsibility	2	Integrity	2
Problem Solving	2	Efficiency	2
Total Score	**15**	**Total Score**	**16**
Percentage	**83%**	**Percentage**	**89%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient		Productive	
Responsible	1	Ethical	1
Ambitious		Reliable	1
Poised	1	Precise	
Results-oriented		Eager	
Quality-oriented	1	Cooperative	1
A problem solver	1	Stable	
A promoter	1	A communicator	
A conductor	1	A supporter	
Total Score	**7**	**Total Score**	**3**
Percentage	**70%**	**Percentage**	**30%**

Team Leader Traits: Average Percentage	**77%**	**Team Member Traits: Average Percentage**	**59%**

ORGANIZATION FOR ENERGY PLANNING
EMPLOYEE ASSESSMENT: SCORING SHEET

RESPONDENT'S NAME: Zaki Ahmed Zaki Mohamed
POSITION: Archiving Clerk (Temporary Contract)
DIVISION: Administration and Finance

PART A:

Team Leader Categories	Points	Team Member Categories	Points
Control	1	Sociability	2
Patience	1	Precision	2
Ambition	0	Team Player	1
Composure	2	Productivity	1
Results Orientation	2	Steadiness	2
Quality Orientation	1	Reliability	1
Initiative	2	Enthusiasm	2
Responsibility	1	Integrity	0
Problem Solving	2	Efficiency	1
Total Score	**13**	**Total Score**	**12**
Percentage	**72%**	**Percentage**	**67%**

PART B:

Team Leader Traits	Points	Team Member Traits	Points
Self-assured	1	Efficient	
Patient	1	Productive	
Responsible		Ethical	1
Ambitious	1	Reliable	
Poised	1	Precise	1
Results-oriented		Eager	1
Quality-oriented		Cooperative	1
A problem solver		Stable	1
A promoter		A communicator	1
A conductor		A supporter	
Total Score	**4**	**Total Score**	**6**
Percentage	**40%**	**Percentage**	**60%**

Team Leader Traits: Average Percentage	**56%**	**Team Member Traits: Average Percentage**	**63%**

APPENDIX F: RANKED PERCENTAGES ON TEAM MEMBER TRAITS (FROM HIGHEST TO LOWEST)

NAME	WORK-SPECIFIC TEAM MEMBER TRAITS %	GENERAL TEAM-MEMBER TRAITS %	AVERAGE PERCENTAGE ON TEAM MEMBER TRAITS
Ihab Mahmoud Abdel Hamid Selim	100	80	90
Sayed Hassan Youssef	100	80	90
Ahmed Mostafa Farid	100	70	85
Amani Nagi Habib	100	70	85
Fatma Farghaly Mostafa	100	70	85
Naglaa Hassan Hussein Tabrizi	100	70	85
Naglaa Talaat Yasseen El Gharably	100	70	85
Nevine Hassan Ahmed Mohamed	100	70	85
Rasha Mohamed Abdel Moneim	100	70	85
Salama Nagaty Elias	100	70	85
Hamdi Mohamed Amer	94	70	82
Hossam El Din Mohsen Abdel Ghaffar	94	70	82
Sahar Ali Ali El Beheiri	94	70	82

NAME	WORK-SPECIFIC TEAM MEMBER TRAITS %	GENERAL TEAM-MEMBER TRAITS %	AVERAGE PERCENTAGE ON TEAM MEMBER TRAITS
Abdel Raouf Abdel Hamid Abul Fotouh	100	60	80
Belal Farag Belal	100	60	80
Dina Ibrahim El Bahbitl	100	60	80
Hatem Mohamed Hassan Mohamed El Sayed	100	60	80
Mohamed Hassan Azab El Sayed	100	60	80
Ahmed Safwat Mahmoud	83	70	77
Fathi Abdu Mahmoud	94	60	77
Khaled Ahmed Kamal	94	60	77
Khaled Tawfik El Yamani	94	60	77
Mahmoud Hussein Mohamed	83	70	77
Mohamed Abdel Halim El Sayed	94	60	77
Basma Abdel Fatah	100	50	75
Gamal Berti Gayed	100	50	75
Mostafa Anwar Zidan	100	50	75
Ahmed Mohamed Abdel Rahman	89	60	74

NAME	WORK-SPECIFIC TEAM MEMBER TRAITS %	GENERAL TEAM-MEMBER TRAITS %	AVERAGE PERCENTAGE ON TEAM MEMBER TRAITS
Naglaa Mohamed Moawad	89	60	74
Ali Sayed Ahmed Hegazi	83	60	72
Khaled Abdel Aziz El Gohary	94	50	72
Khaled Meligi Mohamed	83	60	72
Maged Mansour Moussa	94	50	72
Saber Rabie Ahmed	94	50	72
Shereen Hassan Hosni	83	60	72
Dalia Essam El Din Ahmed	72	70	71
Ahmed Abdel Wassea Mohamed	100	40	70
Khaled Mostafa Kamal El Sayed	100	40	70
Moataz Mohamed El Atrees	100	40	70
Abdel Rahman El Sayed El Banna	78	60	69
Mohamed Ahmed Megahed	78	60	69
Mona Ateya Akl	56	80	68
Mohamed Abdel Badie Daoud	94	40	67

NAME	WORK-SPECIFIC TEAM MEMBER TRAITS %	GENERAL TEAM-MEMBER TRAITS %	AVERAGE PERCENTAGE ON TEAM MEMBER TRAITS
Mohamed Ali Abdel Rahman	83	50	67
Ossama Hassanein Abdel Hamid Abul Kheir	83	50	67
Rasha Mohamed El Sokkary	83	50	67
Shorouk Abdel Hamid Mohamed Abdallah	83	50	67
Hossam Mohamed Hassan El Sharkawi	89	40	64
Zaki Ahmed Zaki Mohamed	67	60	63
Tarek Zaki Mohamed Kotb	89	30	59
Rabab Hamdi Mahmoud	83	30	57

APPENDIX G: SIGNIFICANT RESPONDENT GROUPS BASED ON ASSESSMENT SCORES (RANKED FROM HIGHEST TO LOWEST PER GROUP)

Group 1: Respondents with scores indicating significantly positive team leader traits	Group 2: Respondents with scores indicating potential for team leadership	Group 3: Respondents with scores indicating significantly positive team member traits	Group 4: Respondents with scores indicating potential for effective team member traits/behavior
Khaled Mostafa Kamal El Sayed	Ahmed Abdel Wassea Mohamed	Ihab Mahmoud Abdel Hamid Selim	Ahmed Safwat Mahmoud
	Hossam Mohamed Hassan El Sharkawi	Sayed Hassan Youssef	Fathi Abdu Mahmoud
	Mohamed Abdel Badie Daoud	Ahmed Mostafa Farid	Khaled Ahmed Kamal
	Tarek Zaki Mohamed Kotb	Amani Nagi Habib	Khaled Tawfik El Yamani
	Basma Abdel Fatah	Fatma Farghaly Mostafa	Mahmoud Hussein Mohamed
	Mostafa Anwar Zidan	Nagiaa Hassan Hussein Tabrizi	Mohamed Abdel Halim El Sayed
	Khaled Abdel Aziz El Gohary	Nagiaa Talaat Yasseen El Gharably	Basma Abdel Fatah
	Maged Mansour Moussa	Nevine Hassan Ahmed Mohamed	Gamal Berri Sayed
	Moataz Mohamed El Atrees	Rasha Mohamed Abdel Moneim	Mostafa Anwar Zidan
	Rabab Hamdi Mahmoud	Salama Nagaty Elias	Ahmed Mohamed Abdel Rahman
	Hatem Mohamed Hassan Mohamed El Sayed	Hamdi Mohamed Amer	Nagiaa Mohamed Moawad
	Khaled Ahmed Kamal	Hossam El Din Mohsen Abdel Ghaffar	Ali Sayed Ahmed Hegazi
	Mohamed Hassan Azab El Sayed	Sahar Ali Ali El Behiri	Khaled Abdel Aziz El Gohary
	Nagiaa Mohamed Moawad	Abdel Raouf Abdel Hamid Abul Fotouh	Khaled Mengi Mohamed
		Belal Farag Belal	Maged Mansour Moussa
		Dina Ibrahim El Behiri	Saber Rabie Ahmed
		Hatem Mohamed Hassan Mohamed El Sayed	Shereen Hassan Hosni
		Mohamed Hassan Azab El Sayed	Dalia Essam El Din Ahmed
			Ahmed Abdel Wassea Mohamed
			Khaled Mostafa Kamal El Sayed
			Moataz Mohamed El Atrees

APPENDIX H: TRAINING RECOMMENDATIONS

1. Training areas recommended for potential team leaders:

General Project Management Skills

- Success criteria of a well-defined project
- Key elements in project management and life cycles
- Successful project organization
- Project budgeting
- Developing contingency plans
- Obtaining senior management buy-in
- Setting practical project targets
- Project scheduling
- Workload allocation
- Project monitoring
- Developing team productivity
- Motivating team members
- Effective decision-making
- Managing project change

Foundations of Leadership

- Identifying the characteristics of effective leaders
- Communication skills
- Conflict resolution
- Constructive feedback
- Empowerment and delegation

Problem-Solving and Decision-Making Skills

- Situational analysis and diagnosis
- Making decisions and formulating solutions that get implemented
- Damage control in problem situations
- Assessing decision-making styles
- Risk analysis and management
- Approaching problems creatively to create win-win situations