

Evaluation of 360 Degree Feedback Process

Background

The 360 degree process has been undertaken at senior levels for several years and in 2008/09 became mandatory for all officers graded Dir level 40% and above. The 360 degree questionnaire has evolved over time and in 2008/09 was based on the elements of the Leadership and Management Standards along with relevant aspects of the Aspirational Culture.

The annual senior manager appraisal process started with 360 degree feedback for Corporate Leadership Team (CLT) in January 2009, and cascaded to the remaining senior managers, (315 in total), during April and May 2009.

The 360 degree process was managed by Swift Research, an independent company appointed following procurement, which included distribution, follow up, returns, data input and analysis - all with utmost confidentiality.

It was agreed with the Deputy Chief Executive to use the same headings in the questionnaire as those of the 9 elements of the Leadership and Management Standards. This, in conjunction with the previous questionnaire formed the basis of the revised 2008/09 version.

Questionnaires were e-mailed, (paper copies also available), with links to Swift Research, and return dates agreed in order that feedback reports were ready for inclusion in Director portfolios in February 2009, and remaining senior manager appraisals in the following months.

Swift Research provided 360 degree feedback reports to each participant by the given deadline, and also a summary report for each of the four categories of senior management, CLT, Chief Officer Grades, Heads of Service and other JNC levels.

The reports were fed into senior manager appraisals under Element 2 – One Council – Leadership.

Overall Process

Each manager selected up to 9 respondents, including themselves and their line manager, along with a mixture of direct reports, peers and partners or elected members from different service areas.

Questions were listed under each of the 9 Leadership and Management Standards, with a response scale of 1 - 6 to indicate the extent the participant demonstrates the behaviour which supports each statement. This ranged from 0 - 20%, (Box 1), to 80 - 100%, (Box 5), with Box 6 indicating 'no knowledge of behaviour' or 'not applicable'...

... CLT agree that they should be striving for 5 in all areas, and so should others...

Ethical Governance Individual Performance Criteria

Questions were asked directly about three of the Leadership/Management standards which relate to Corporate Governance.

Standard	360 Feedback question	“We want managers to...”
4.8	Responds positively to challenge	...encourage excellent service delivery and respond positively to findings of inspections and implement agreed actions
9.6	Understands the democratic process within Leeds City Council and recognises political accountability of Members	... understand the democratic process within Leeds City Council and recognise political accountability of Members
9.7	Has a positive approach to informing and consulting Members to support them in their role	... have a positive approach to informing and consulting Members to support them in their role

The Corporate Leadership Team score for individual performance criteria for the standard 9.6, was the highest score across the whole feedback process.

All scores for these questions were above 4, indicating that respondents believed that the officers being assessed as having evidenced that behaviour more than 80% of the time.

Standard	CLT	Chief Officer	Heads Of Service	JNC Levels Dir 40-45%
4.8	4.29	4.32	4.25	4.25
9.6	4.85	4.68	4.58	4.4
9.7	4.59	4.5	4.32	4.21

360 Feedback results on governance issues

