

360 Evaluation Summary Points

- Also known as “multi-rater” or “multi-source” feedback
- Usually includes feedback from subordinates, peers, and supervisors
- First developed by German Army in WWII, first used in corporate America by Exxon in the 50s
- Significant number of companies use system, although trend may have peaked
- Goal is improvement through self-awareness
- Most often used for training & development rather than selection & pay—when used for the later, results can be skewed [*International Journal of Selection & Assessment*, 1998.]
- Rated employee usually selects raters, but feedback is anonymous
- Rated employee then gets report analyzing and compiling feedback
- A feedback coach is used to help learners interpret feedback and use feedback for improvement
- Pros:
 - Provides a number of different views on performance, instead of just one
 - Potentially mitigates biases of a single rater
 - Helps better evaluate employees that aren’t excellent or poor performers
 - Can provide better feedback on a learner’s cooperation outside of work unit
- Cons
 - Expensive
 - More complex and time-intensive
 - Effectiveness greatly reduced without coaching [*Human Resource Management*, Vol. 42]
 - Systems are popular, but no solid data to show that system “actually improves productivity, increases retention, or decreases grievances.” [Sullivan, Ph. D., *HR Magazine*, 2002.]
 - Data is inherently flawed by bias and improper sampling [*Harvard Business Review*, 2011.]
 - Relieve supervisors of managerial responsibility of evaluating staff members
- Conclusions
 - 360 evaluations may create insight, have not been shown to outperform traditional evaluation systems
 - Potentially good training & development tool for managers
- Suggestions for Performance Evaluation System
 - Standardize PE system throughout agencies, making analysis of data more meaningful
 - Better train supervisors and administrators on how to properly rate subordinates
 - Create more accountability for supervisors in the PE process

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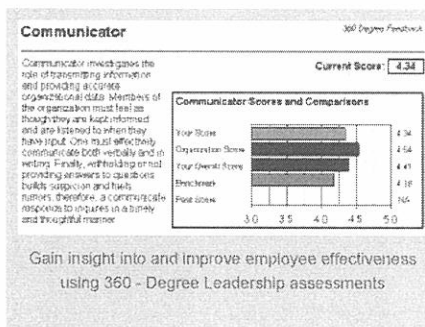
360 Evaluations

The IOE provides a 360-Degree Leadership assessment that focuses on clarifying the areas of strength and areas of growth from one's direct reports, peers, and supervisors. The 360-Degree Feedback Instrument is a straightforward online tool that only takes about 15 minutes to complete. It is easy to administer and its multi-rater strategy and combination of scaled and open-ended items gives a true sense of one's leadership. Full color reports with numerical and graphical data are provided. Personal Development Worksheets and comparison data are included to allow individuals to make the most of the data. Our Multi-Rater system offers:

- Reduced bias due to a larger respondent pool
- A balanced view from different perspectives
- Honest responses due to anonymity
- Assessment by those who know and work closely with the individual
- Present a fuller, multi-dimensional picture of the individual

✕ This sample from the 360° Report displays the item score for Supervisor, Peer, Direct Report and Staff along with the corresponding score, benchmark data and standard deviation.

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For further information including a quote please contact us.

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Leadership Excellence

Excellence in one's leadership is a continuous process as an individual acquires new experiences, assumes greater responsibility, and faces a growing complexity of organizational problem solving. Leadership centers on these five roles that are essential in the success of organizations: Communicator, Leader, Manager, Facilitator, and Professional.

IOE Leadership tools provide the following benefits:

- Straight Forward Online Tool
- Approx. 15 Minutes to Complete
- Easy to Administer
- Identifies Areas of Strength and Growth
- Personal Development Planning Guide
- Multi-Rater Respondent Strategy
- Items & Open-Ended Sections
- Online Resources & Guides
- Meaning Comparison Information



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