

Finance and Resources Committee 19 June 2008

360 Degree Feedback Project Update

Executive summary and recommendations

Introduction

During the first stage of the 360 degree feedback trial, the following has occurred:

1. During late 2007 the EMT discussed potential benefits to the HPC of introducing 360 degree feedback as an additional or complementary system to the current performance review system (increased feedback and communications mechanisms), and also considered the potential difficulties (impact on resources, risks if feedback was not given or delivered appropriately).

It was agreed that a cautious trialled approach would be best; utilising 180 degree feedback in the first instance (where a manager is assessed by their direct-report employees only). A pilot would be conducted in two stages – the first where the EMT provided feedback on the Chief Executive and each other, and a second stage trial with two teams providing feedback on their managers. It was also agreed that in the interests of one of the HPC's guiding principles of openness and transparency, this feedback would be named rather than anonymous (the recipient knows who has provided the feedback comments to them).

The first stage of the trial was completed in February 2008.

2. The EMT further agreed in May 2008 that the two teams which would experience 180 degree feedback in the second stage of the trial would be the Policy and Standards Department and the Education - Approvals and Monitoring Department. It was agreed that this feedback would also be extended from the original 180 degree feedback idea, and that Council members and relevant contacts from other teams within the HPC could be asked to contribute their views of the employee's performance, interactions, and development opportunities.

There are still many matters for consideration for the EMT after the conclusion of this second stage of the trial. These include resourcing implications should this technique be rolled out on a wider level, including the potential cost to the HPC in developing such a system and in management time and employee time.

It is hoped that the second stage will be completed by September 2008, at which point the EMT can evaluate the effectiveness of the trial and take decisions as to whether to progress it any further.

Decision

The Council/Committee is requested to note the document. No decision is required.

Background information

An update on the progress of the 360 degree feedback project was requested at the Finance and Resources Committee meeting on 24 April 2008.

Resource implications

There are ongoing resource implications in terms of manager and employee time involved in filling out the necessary paperwork to provide 360 degree feedback, and in the time spent receiving it, as well as HR time in planning and progressing the project. The time for piloting the scheme to EMT and two teams was factored into the HR workplan for 2008/2009.

Financial implications

Ongoing engagement of the services of Diane Hodgson (Director, Management Development, JSB Training and Development) to help facilitate and manage the overall project. This has been accounted for in the 2008/2009 HR budget.

Appendices

Nil

Date of paper

2 June 2008