Guidelines for Using the 360° Tool

The 360° tool is one additional component to use in assessing an employee’s performance. Beginning in 2010, the 360° tool will be used for cabinet level positions. For all other positions, the 360° evaluation tool is optional and each appointing authority may or may not choose to use the tool and will determine the frequency when using the tool.

The following provides information when using the 360° tool.

- About four weeks prior to an interim or final feedback PDP session, discuss the process with your assigned HR Representative who will help you select people from whom you will request feedback. Selection criteria will include various factors such as ensuring a well-represented cross-section of customers, co-workers, subordinates (if appropriate), and possibly higher level supervisors. A committee may also be formed to oversee the evaluation and implementation of the 360° process. Your HR Representative will assist you if you want to form such a committee.
- The 360° tool may be used as is or may be considered as a template for modification. If you wish to modify it, work with your HR Rep to accurately capture the attributes that you want evaluated. Remember that subordinates, customers, co-workers, etc. may not be the best evaluators of an employee’s performance of assigned duties. For example, a customer may not be able to evaluate if the purchase form was completed correctly, or if the telecom services were set up accurately and within established time standards, or whether the employee’s data entry was accurate the first time. 360° feedback is most often used to evaluate an employee’s “soft” skills – how they interact with other people, for example.
- Send a cover memo with the form to your selected group with a due date that is not less than one week before your scheduled evaluation session. Once feedback is received, consider it as ONE of the tools for evaluating the employee. You may generalize comments but do not share personal data or information that would allow the employee to guess the name of the person who provided specific feedback.
- Store the 360° feedback documents as you would other supervisor file documentation and purge the file after each evaluation period.

For cabinet level positions the 360° tool will be used no less than every five (5) years. A committee will be formed to oversee the dissemination of the 360° tool and compiling the information received for these positions. This ad hoc committee will be constituted for that particular annual evaluation period. In addition to the 360° tool, the committee may also conduct personal interviews. The chair of the committee will be a person of similar rank to the individual being evaluated. The committee will include three individuals the cabinet member and president agree to and, as appropriate, the Faculty chair or designee. The latter member respects the role of the senate as provided by the Academic Code to provide consultation and to participate in the evaluation of academic administrators.