

Appendix 2: 360 ° Feedback form

Rater: [Your Name]

You are providing feedback to: [Participant Name]

Instructions

As part of the annual appraisal process, leaders receive feedback from peers, subordinates and staff. You have been selected to provide feedback for the senior manager listed above. The feedback received is an important part of the Council's leadership development process.

Your responses will be merged with other employees' feedback and presented to [Participant Name] to guide them in their ongoing development. **Comments will be analysed and aggregated by the HR team, and will be shared with the senior manager listed above anonymously, unless you indicate otherwise.**

In responding to the feedback form, please think about your experiences working with this individual during the **last twelve months**.

Performance Rating Guide

The main question you have to answer in response to the below feedback form is **'How do you feel [Participant Name] exhibits the following competencies?'** that are structured under five main themes: communications style, leading people, leading change, delivering results, shaping the future vision.

For each competency you are asked to rate the senior manager listed above using the following rating system:

Excelling / Outstanding	Good	Developing	Needs Improvement
Results consistently exceed expectations. Makes significant contributions well beyond requirements. Outpaces the majority of peers.	Results are fully and consistently on target. Makes a valuable contribution. Is fully competent. This level describes performance of the majority of employees.	Results are usually on target. May need occasional support. Still learning how to perform responsibilities independently.	Improvement clearly needed. Is consistent in performance and requires excessive supervision and support. An action plan for improvement in this area needed.
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Under each competency there is also a **Comment box** where you can explain your answer, particularly where you have indicated that the individual is developing / needs improvement.

Thank you for your open and honest feedback!

Please return this form to: [add relevant HR email and postal address address]

360 ° Feedback form

How do you feel [Participant Name] exhibits the following competencies?

Communication style

Is open and honest

Is accessible and approachable

Keeps employees informed of information they need to know in order to do their jobs

Sets and communicates clear performance expectations

Interacts productively with staff in formal/informal groups within and outside their department

Provides appropriate recognition to employees for good performance

Leading people / empowering leadership

Understands employees' needs

Handles complex employee issues fairly and effectively / Manages and resolves conflicts and disagreements in a positive and constructive manner to minimise negative impact

Creates an open and trusting environment where people feel safe to discuss concerns, ideas and opinions

Pays attention to and conveys understanding of the comments and suggestions of others / Values upward feedback from subordinates and peers, and solicits it actively

Supports professional development of subordinates

Acts as a coach and mentor

Leading change

Identifies fresh approaches and shows a willingness to question traditional assumptions

Effectively responds to a changing organisation / department

Is able to drive and mobilise others toward pursued goals / Obtains "buy-in" from employees when making organisational changes / Influences others in a way that results in acceptance, agreement or behaviour change

Works effectively across organisational lines and boundaries

Understands how decisions affect staff and individual services

Delivering results / Results driven

Makes timely, well-informed decisions and thinks through the implications of decisions

Is creative in finding ways to get things done and encourages innovative thinking by others

Empowers others to achieve results and holds them accountable for actions

Able to align departments and individual services to achieve organisations goals

Keeps control of his/her feelings and behaviour, even in high pressure situations

Shaping the future vision for the organisation

Is effective in anticipating organisational needs and challenges

Has a vision for the future and effectively conveys this vision to others

Shapes the ideas of others and is capable of overcoming resistance

Shows employees how their job supports the organisational vision for the future

Effective in getting diverse individuals to work toward a common goal