**360 degree Feedback**

This tool can be used to gather wider feedback on a person’s behaviour and should be undertaken around the time of the person’s appraisal. It is to be used to help identify areas that require support to improve upon and to give positive feedback where appropriate.

This tool is not to be used as part of the Capability and Performance process. **The form can be sent electronically or by post and should be returned to the individual’s Line Manager or Appraiser. It should not go back to the individual as this could break confidentiality.**

Page 2: The individual will complete this so that they can compare how they see themselves to how others see them.

Page 3: The questionnaire should be sent out to a minimum of 5 people the person works with. Ideally between 5 and 15 people should be asked to give feedback. These include:

* People who are in a higher position that they work alongside – i.e. manager, or work colleague of a higher banding
* People who they work alongside at the same level – i.e. someone in their department at the same grade
* People who they work alongside at a lower level – i.e. person who reports into them, or work colleague of a lower banding
* Other people that they have worked with – i.e. anyone outside of their department that they have worked with.

By choosing people from each of these areas, they will obtain full 360 degree feedback. If one area proves a problem, i.e. unable to find anyone of a lower banding to give feedback, then more people from the other areas can be asked.

Page 4: The ratings are collated by the appraiser and discussed in the appraisal meeting

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| Please print and complete the table below, giving yourself a rating for each of the statements.   |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  |  | Never | Rarely | Sometimes | Mostly | Always | | 1 | **I reflect on my how my own values influence my behaviour and impact on others** |  |  |  |  |  | | 2 | **I seek feedback from others on my strengths and limitations** |  |  |  |  |  | | 3 | **I remain calm and focused under pressure** |  |  |  |  |  | | 4 | **I plan my workload and deliver on my commitments to a high standard** |  |  |  |  |  | | 5 | **I actively seek out opportunities to learn and develop** |  |  |  |  |  | | 6 | **I communicate clearly and effectively with others** |  |  |  |  |  | | 7 | **I listen and take into account the opinions of others** |  |  |  |  |  | | 8 | **I am comfortable managing conflicts of interest and differences of opinion** |  |  |  |  |  | | 9 | **I communicate the values with enthusiasm and clarity** |  |  |  |  |  | | 10 | **I help others overcome obstacles and challenges in their roles** |  |  |  |  |  | |
| Please print and complete the table below, giving the person you have been asked to assess a rating for each of the statements and return to the appraiser.   |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  |  | Never | Rarely | Sometimes | Mostly | Always | | 1 | **I have noticed how their own values influence their behaviour and the impact on others** |  |  |  |  |  | | 2 | **They seek feedback from others on their strengths and limitations** |  |  |  |  |  | | 3 | **They remain calm and focused under pressure** |  |  |  |  |  | | 4 | **They plan their workload and deliver on work commitments to a high standard** |  |  |  |  |  | | 5 | **They actively seek out opportunities to learn and develop** |  |  |  |  |  | | 6 | **They communicate clearly and effectively with others** |  |  |  |  |  | | 7 | **They listen and take into account the opinions of others** |  |  |  |  |  | | 8 | **They are comfortable managing conflicts of interest and differences of opinion** |  |  |  |  |  | | 9 | **They communicate the values with enthusiasm and clarity** |  |  |  |  |  | | 10 | **They help others overcome obstacles and challenges in their roles** |  |  |  |  |  | |

**To be completed in the Appraisal meeting**

What messages have come out of the feedback? Any surprises? Summarise anything you think is particularly important below.