# 360° Feedback Assessment PARTICIPANT Guide

Department of Human Resources
County of Los Angeles

RECRUITMENT | ENGAGEMENT | DEVELOPMENT | RETENTION

*A Countywide Succession & Workforce Planning Program Resource*

As a compass is a circle with 360 points of reference used to determine and monitor direction, *360°* feedback provides information about your work behaviors from multiple points of reference.

Like a compass, 360° feedback is a navigational tool that helps you **know where you are on or off course.**

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# INTRODUCTION

The best leaders, managers, and employees make the most of their strengths and work to improve upon their shortcomings. To do this, they must first have a clear and realistic understanding of what their strengths and shortcomings are. To enable you to gain this understanding and support you in your professional development, your department has selected you to participate in a 360° Feedback Assessment ("360").

This Guide will describe the County's 360 and how participating in a 360 process can be a truly meaningful part of your development.

## DEFINITION

The 360 measures your strengths and development needs through feedback provided by you and your supervisor, colleagues, direct reports, and customers about work behaviors that you demonstrate. The 360 assesses a range of 15-30 competencies selected by your department from among the following list:

| | |
|---|---|
| Accountability | Leveraging Diversity |
| Conflict Management | Managing Change |
| Continual Learning | Oral Communication |
| Creativity/Innovation | Partnering |
| Customer Service | Political Savvy |
| Data Fluency | Problem Solving |
| Decisiveness | Project Management |
| Entrepreneurship | Resilience |
| External Awareness | Service Motivation |
| Financial Management | Strategic Thinking |
| Flexibility | Team Building |
| HR Management | Technical Credibility |
| Influencing/Negotiating | Technology Management |
| Integrity/Honesty | Vision |
| Interpersonal Skills | Written Communication |

## PURPOSE

The County's 360 is to be used for **development purposes only**. Its objectives are 1) to help you gain deeper insight into how your work behavior is perceived by others with whom you work, and 2) for you to use that insight to accelerate your professional development. The 360 is **not** intended to be used for performance appraisal or employment selection purposes.

## BENEFITS

Participation in a 360 can provide the following benefits to you:

- Confirmation of your professional strengths and/or development needs
- Awareness of your hidden talents or unseen areas for improvement
- Insights about your work behaviors from the broad base of *multiple* raters' unique perspectives
- Enhanced ability to focus your development on behaviors that are tied to the competencies needed for County leadership positions
- Useful baseline or starting point from which to measure the progress of your development over time

These benefits work together to poise you for better performance in your current role and to better position you to compete for promotional opportunities.

## RELEVANCE

There are many 360 tools available on the market. However, the County's 360 was developed in-house by Department of Human Resources (DHR) professionals with input from Administrative Deputies and/or Departmental Human Resources Managers from most County departments. Significant effort was taken to tailor the 360 to reflect the competencies and work behaviors that are valued in the County. Thus, your 360 is relevant to your actual work, rather than being an "off-the-shelf" instrument that was primarily developed to reflect private sector needs.

> "I valued the 360 immensely. I found it extremely valuable to have opinions of my work performance from people whose feedback I don't usually receive. Since it was anonymous, it gave them the opportunity to be open, honest, and constructively critical where necessary."
>
> - 360 Participant

# STRUCTURE

The 360 consists of several major components: an online evaluation, a feedback report, and a feedback session. The following section describes these components and the confidentiality that will be exercised during the 360 process.

## ONLINE EVALUATION

The online evaluation contains *at least* 75 statements that describe important, observable work behaviors.[1] Using a 5-point rating scale, you and your supervisor, colleagues, direct reports, and customers will rate how you demonstrate each of those behaviors. An example using the actual 360 rating scale is provided below. In addition to the 5-point rating scale, there is an "Unable to Assess" rating option to cover situations in which the rater has not observed you demonstrating a particular work behavior.

| *Please rate John Doe on each of the following behaviors:* | *Significant Development Needed* | *Development Needed* | *Capable* | *Strength* | *Exceptional Strength* | *Unable to Assess* |
|---|---|---|---|---|---|---|
| 1. Follows formal and informal organizational customs for showing professional courtesy and respect to others | ○ | ○ | ○ | ○ | ○ | ○ |
| 2. Speaks with the credibility to inspire listeners' trust and belief in the message | ○ | ○ | ○ | ○ | ○ | ○ |

Note: This example is for illustration only.

In addition to the numerical ratings, the online evaluation also provides space for narrative comments about your general performance, top strengths, and greatest areas for development.

The online evaluation is administered using **Qualtrics**, the leading online 360 delivery system. All evaluation data (i.e., the numerical ratings and narrative comments about your work behaviors) will be maintained on a secure Qualtrics server. Based on the DHR Information Security & Privacy Officer, Qualtrics meets the security and privacy best practices for both the County and the industry.

More information about using Qualtrics to complete the online evaluation is provided in the "Using Qualtrics" section beginning on page 13.

[1] The number of behavioral statements depends on the competencies your department has selected. Each behavioral statement is tied to a specific competency, and each competency consists of multiple behavioral statements.

## FEEDBACK REPORT

The confidential feedback report presents summary analyses of your online evaluation results. These summary analyses include the following:

- Rankings of your competency strengths and development needs
- Comparisons of the ratings you and your raters provided
- Average ratings for each competency and behavioral statement

The feedback report also includes a compilation of your narrative comments, along with guidelines to assist you in interpreting your overall results. The feedback report will clearly specify your and your supervisor's provided ratings. However, unless your department requests otherwise, ratings provided by your colleagues, direct reports, and customers will be grouped together into a single "Others" category in the feedback report to reinforce rater anonymity. The feedback report will not provide results that are identifiable to any of these three rater groups individually.

## FEEDBACK SESSION

The feedback session is a one-hour, 1-on-1 meeting with a feedback coach with whom you will discuss the results of your online evaluation. The feedback coach will provide guidance in interpreting your results and planning subsequent development actions. You will receive a copy of your confidential feedback report during the feedback session.

**Note**: For the inaugural 360 administration in August 2015, departments have the *option* to include a feedback session in the 360 process. If your department did not choose the feedback session option, you will be able to download your feedback report from your Qualtrics online 360 portal.

## CONFIDENTIALITY

Strict confidentiality will be exercised in the administration of the 360. Your ratings and comments will be compiled and only reported in your feedback report. Your individual ratings, comments, and feedback report will not be provided to your supervisor or to your department unless **you** choose to provide them. However, aggregated ratings at various organizational levels (e.g., Countywide and departmental) may be reported to the Board of Supervisors, Chief Executive Office, DHR, or executives of your department to help direct Countywide and/or departmental development planning. Your individual ratings will not be identifiable.

Additionally, narrative comments will be reviewed and redacted by DHR professionals as best as possible to remove inappropriate details. Information discussed during the feedback session will also be held in confidence. If any narrative comments or information discussed during the feedback session suggest violations of County policies, then the appropriate parties will be notified.

# ROLES & RESPONSIBILITIES

This section describes the roles and major responsibilities of the parties involved in the 360 process. Each role contributes to the success of your 360 experience.

## INITIATOR

*Your Department*

- Determines the 360 process parameters (e.g., goals, employees to participate, competencies to assess)
- Sets the tone for the 360 implementation in your department through various communication channels
- Champions and supports ongoing employee development efforts

## ADMINISTRATOR

*DHR*

- Describes the 360 purpose, benefits, and process to you and your raters
- Sets up the 360 administration based on your department's selected parameters
- Administers rater nomination, feedback collection, and report generation via the Qualtrics online delivery system
- Provides customer service support

## PARTICIPANT

*YOU*

- Understand the 360 purpose, benefits, and process
- Nominate appropriate raters
- Complete your online evaluation
- Prepare for and receive your 360 results
- Construct a development plan

## RATER

*Your supervisor, colleagues, direct reports, and customers*

- Understand the 360 purpose, benefits, and process
- Provide honest, constructive feedback based on observing your work behaviors and interacting with you

## FEEDBACK COACH

*DHR Professional*

- Coordinates with you to schedule your feedback session
- Provides information to help you prepare for your feedback session
- Presents, interprets, and discusses your 360 results
- Suggests strategies to incorporate into your development plan

## DEVELOPMENT COACH

*Your supervisor, mentor, and/or external coach*

- Meet with you on one or more occasions following the 360 process
- Help you to establish a development plan
- Provide development support and resources
- Help you evaluate your progress toward achieving your development goals
- Recommend follow-up development assessment strategies (e.g., a targeted 360)

# WHAT YOU NEED TO DO

Participation in the 360 requires a commitment of approximately 6-8 hours over the course of several non-consecutive days. The following section provides details about your responsibilities in this process and illustrate the time commitment required.

1

## ENSURE YOUR UNDERSTANDING

Reading this *360 Participant Guide* is an important first step to understanding the 360's purpose, benefits, and process. Additionally, reviewing the other communications that your department has provided about the 360 is important as well. These communications from your department should describe the following:

- Goals of the 360 effort in your department
- The specific competencies that will be assessed
- Employee level(s) chosen to participate
- Launch date for the 360 process
- Other expectations (e.g., department-specific 360 requirements)

DHR and your department want you to see the value of the 360 and how meaningful it can be for your professional development. In the interest of providing a safe, open forum for you to express your questions and concerns, you can reach out to DHR's Talent Management Team at DHR360@hr.lacounty.gov or to your departmental human resources office throughout the 360 process.

**Note:** Ensuring your understanding also includes accessing and becoming familiar with your Qualtrics online 360 portal. See the "Using Qualtrics" section of this Guide for instructions.

## 2 NOMINATE YOUR RATERS

The specific raters that you select have a direct influence on the quality of your 360 results. As such, you should select your raters thoughtfully, choosing individuals whose input and perspectives you value. The table below outlines the specific requirements for selecting your raters. By following these requirements, you will have 8-15 raters overall. This robust number will help ensure that your 360 results are based on multiple, diverse perspectives that provide a comprehensive picture of your strengths and development needs.

| *Rater Relationship* | *Requirement* |
|---|---|
| Self | You **must** provide self-ratings |
| Supervisor | Your supervisor **must** rate you |
| Other:<br>• Colleagues<br>• Direct Reports<br>• Customers | Select **at least 6** and no more than 13 individuals who are your colleagues, direct reports, and/or customers. We recommend that you select **all** employees who report directly to you. |

Additionally, each rater you select should meet the following recommended criteria:

- Have worked with you for at least the last six months, if possible
- Be willing to honestly assess your work behaviors
- Have a sufficient range of interaction with you to rate you on the 360 competencies selected by your department

Furthermore, keep in mind that your goal is to select raters who, collectively, observe your work behavior in a variety of circumstances. Thus, seek to include raters from multiple work units, branches, divisions, bureaus, and/or departments.

Lastly, as the heading suggests, the raters you select are being *nominated* to rate you. With the possible exception of raters in your specific department, rater participation is voluntary. For example, one or more of your selected raters may not

- agree to provide ratings,
- be available to provide ratings during the designated rating period time frame, or
- be a practical selection (e.g., nominated by so many participants that he/she would need to devote an unreasonable amount of time to the 360 rating process).

After you have selected the raters you want to nominate, be sure to contact them in person or by phone to introduce the 360 and obtain their agreement to participate. To assist you in this outreach, we have created a separate *360 Rater Guide* that you can forward to your selected raters after your initial conversation. If you are unable to reach your potential rater in person or by phone, you can modify and use the sample email language provided in Appendix B to inform your selected raters about the 360 process.

**Note:** After securing your raters' agreement to participate, you **must** enter their names into your 360 portal. See the "Using Qualtrics" section of this Guide for instructions.

## 3 COMPLETE YOUR ONLINE SELF-EVALUATION

The self-ratings that you provide in the online evaluation are essential to your 360 experience, as they are compared to the ratings provided by your supervisor, colleagues, direct reports, and customers. This comparison can help you identify "blind spots" that are hidden strengths or opportunities for improvement.

Before completing your online evaluation, please be aware that there are a number of common rating errors that may inappropriately influence your ratings and lead to inaccurate self-ratings. Some of those rating errors are described below:

- Central Tendency – occurs when you are reluctant to rate your demonstration of work behaviors as being high or low and consistently rate at the midpoint of the 5-point rating scale (i.e., "Capable").

- Leniency/Severity – occurs when you consistently rate yourself either higher (leniency) or lower (severity) than what would be appropriate based on your actual demonstration of each behavior.

- Halo/Horn – occurs when you are overly influenced by some characteristic, either positively (halo) or negatively (horn). For example, allowing your superb "people skills" to influence your ratings for all of the behavioral statements comprising the "Interpersonal Skills" competency, as well as unrelated behavioral statements comprising other competencies (e.g., Strategic Thinking).

- Primacy/Recency Error – occurs when you are overly influenced by your first (primacy) or most recent (recency) demonstration of a work behavior that is different from how you usually demonstrate that behavior. For example, allowing an unsuccessful presentation you gave right before the start of the 360 rating process to guide your self-ratings when, in fact, all of your other recent presentations were highly successful and well-received.

- Contrast – occurs when you compare how you demonstrate a work behavior with how that work behavior is generally demonstrated by others. For example, providing an artificially inflated self-rating for a behavior you perceive that no one else does well, when your actual demonstration of the work behavior, when considered independently, warrants a lower rating.

Overall, the best way to avoid these common rating errors is to evaluate yourself realistically and independently (not in relation to others), taking into consideration the full range of your performance for **at least** the last six months. Rate yourself honestly as **you** see yourself.

**Note:** See the "Using Qualtrics" section of this *360 Participant Guide* for instructions on completing your online evaluation.

## 4 PREPARE TO RECEIVE YOUR 360 RESULTS

Receiving 360 feedback can be a challenging experience. It can be awkward to know, in such a direct manner, what others think about your work behaviors. This awkwardness can exist for a number of reasons, including the perception of 360 feedback as being more personal than other types of feedback that focus more on the "job" (i.e., the program outcomes you achieve, work products you deliver, and services you provide) than on your actual behaviors in performing that job.

As you prepare yourself to receive your 360 feedback, remember to keep an open mind. The 360 is not a judgment of you as a person; it is *candid* and *constructive* feedback that your raters have provided based on their experience working with you. Be prepared to possibly be surprised by some results, good or bad.

After you and your raters have completed the online evaluation, you will receive an email from DHR inviting you to schedule your feedback session. The email will include a *360 Feedback Session Information Sheet* that will help you prepare to receive your 360 results and get the most out of your feedback session.

## 5 RECEIVE YOUR 360 RESULTS

The feedback session is an important component of the 360, as it is your opportunity to receive your 360 feedback report in a safe environment where you can ask questions and receive unbiased guidance about how to interpret and act upon your results. It is your decision whether to share your results with your supervisor or other parties.

**Note**: For the inaugural 360 administration in August 2015, departments have the *option* to include a feedback session in the 360 process. If your department did not choose the feedback session option, you will be able to download your feedback report from your Qualtrics online 360 portal.

## 6 CONSTRUCT YOUR DEVELOPMENT PLAN

After you have received your feedback report and/or participated in the feedback session, take some time on your own to review and reflect on your results. Consider the results in relation to your career goals, and determine what areas you want to work on to improve your performance in your current role or enhance your preparation for higher-level roles. Also reflect on your areas of strength and determine how you can leverage or further excel in those areas.

Whether you work independently or with a development coach, you should create a road map for your professional development. DHR has resources that can assist you in this endeavor. These resources are available on the "Succession and Workforce Planning" tab of the DHR Intranet page at http://dhr.mylacounty.info/.

A 360 Participant Action Checklist is provided in Appendix A for your reference.

# USING QUALTRICS

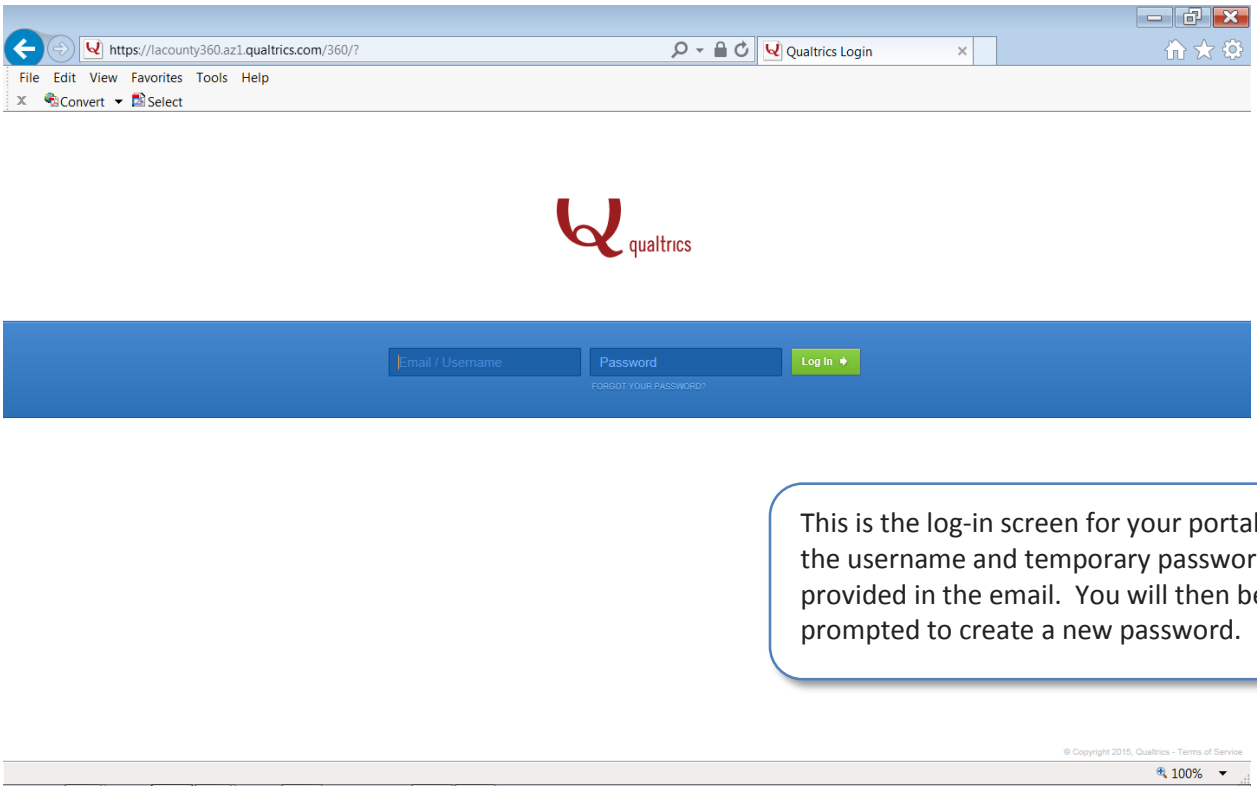
The following section provides screenshots and information on using Qualtrics during the 360 process. As an initial step to get started, you may need to verify and/or work with your IT staff to ensure the following:

1. Your work email account is set up to receive emails from **360@qualtrics-survey.com** (i.e., so they will not automatically be sent to your junk mail folder)
2. Your computer has the most up-to-date web browser for optimal use of and experience with your Qualtrics online 360 portal.

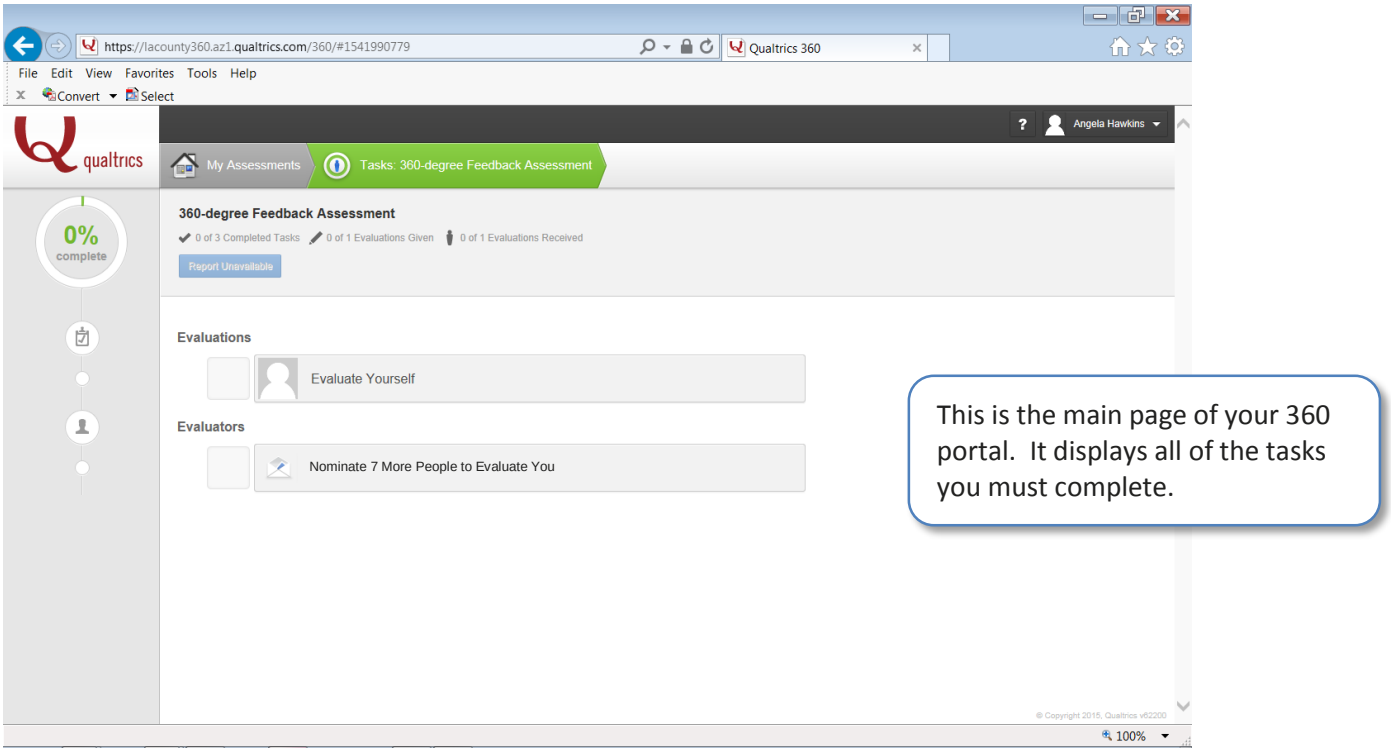
The screenshots presented illustrate what your portal will look like if you are a **360 participant only**. If you are also a rater for other 360 participants, your actual portal will indicate your additional task(s) as rater. Refer to the *360 Rater Guide* for information on being a rater.

## *Setting Up Your Online 360 Portal*

At the beginning of the 360 process, you will receive an email from "Department of Human Resources" via the following Qualtrics email address: 360@qualtrics-survey.com. The email will provide information for setting up your log-in credentials for your online 360 portal. As soon as possible after receiving the email, follow the instructions so you can access and begin familiarizing yourself with your online 360 portal.

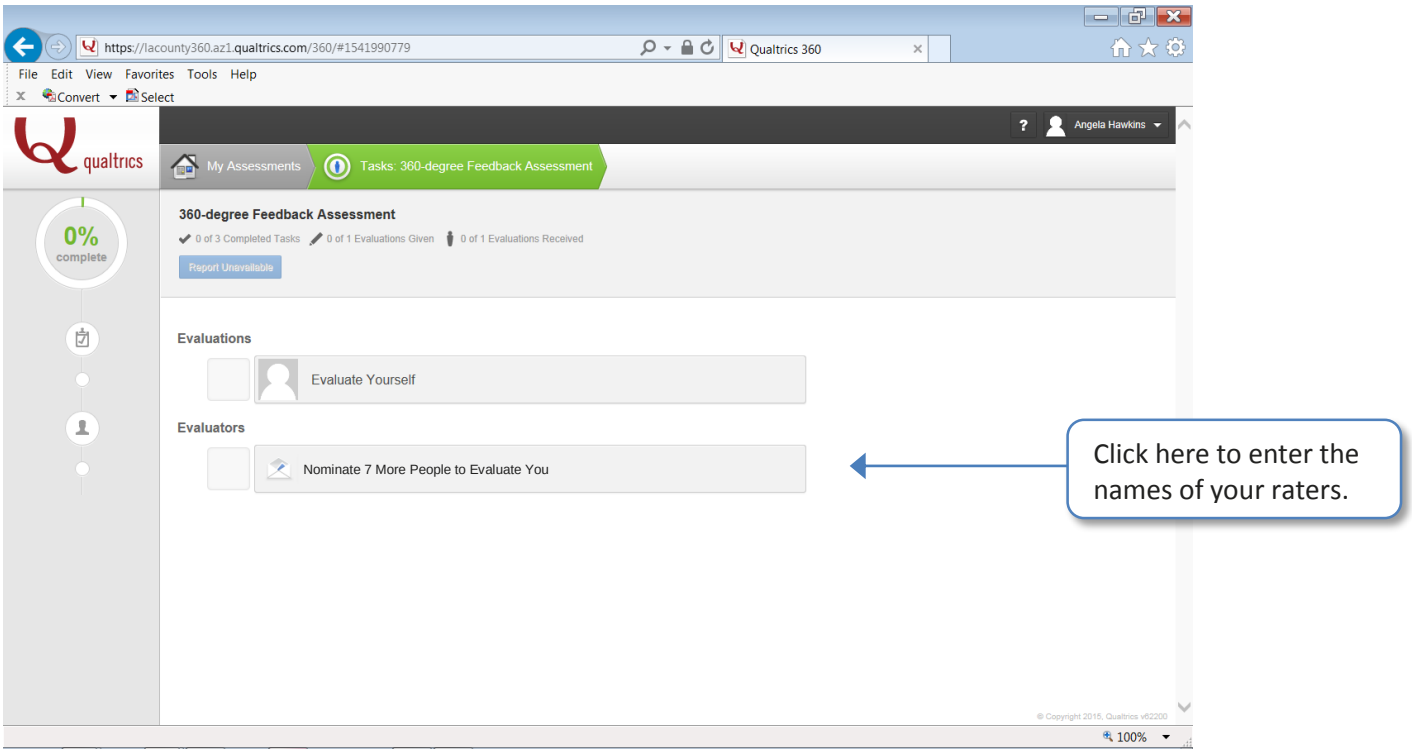


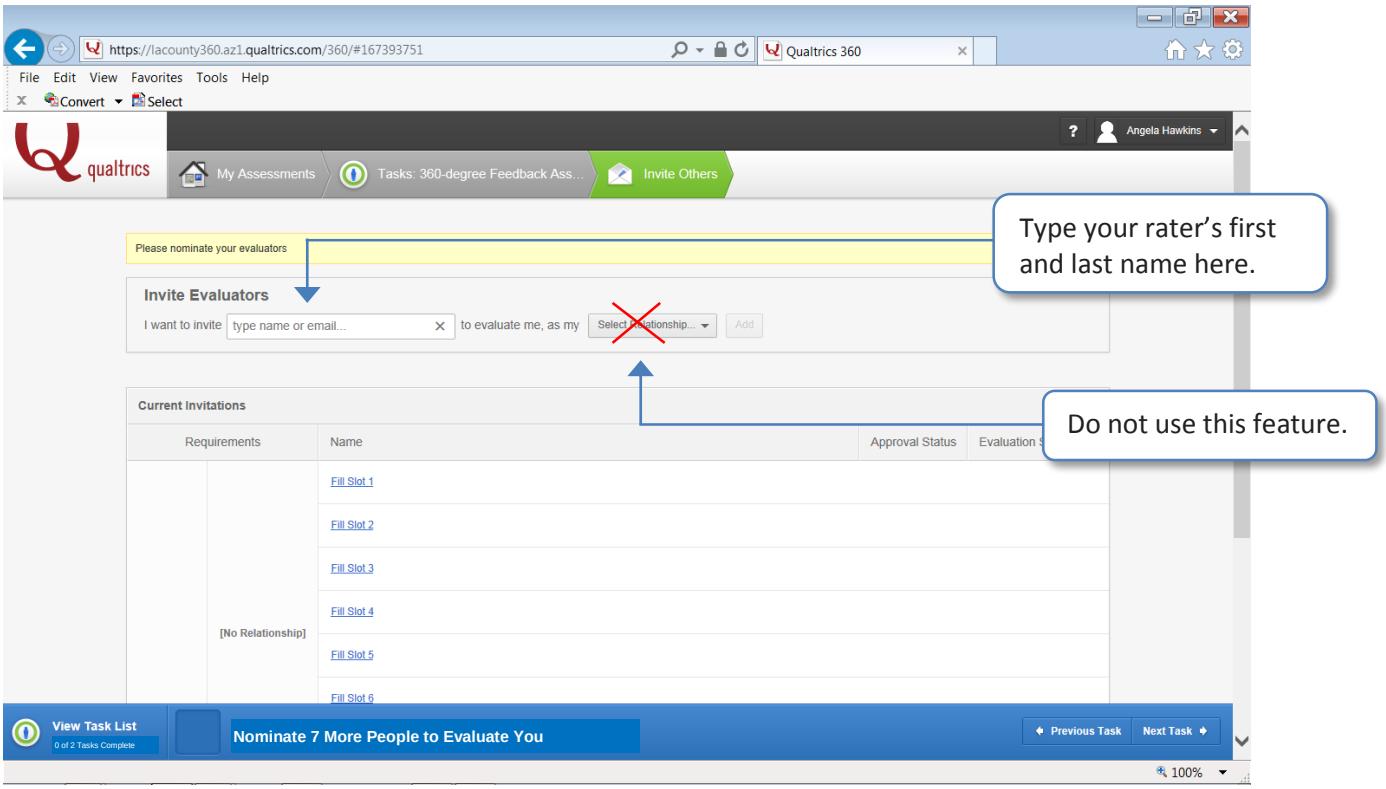

This is the log-in screen for your portal. Enter the username and temporary password provided in the email. You will then be prompted to create a new password.




## *Entering Your Raters' Information*

After obtaining your raters' agreement to participate, log-in to your online 360 portal to enter each rater's name, rater relationship, and email address. After you have entered this information, Qualtrics will send emails to each rater with specific instructions for completing the online evaluation.

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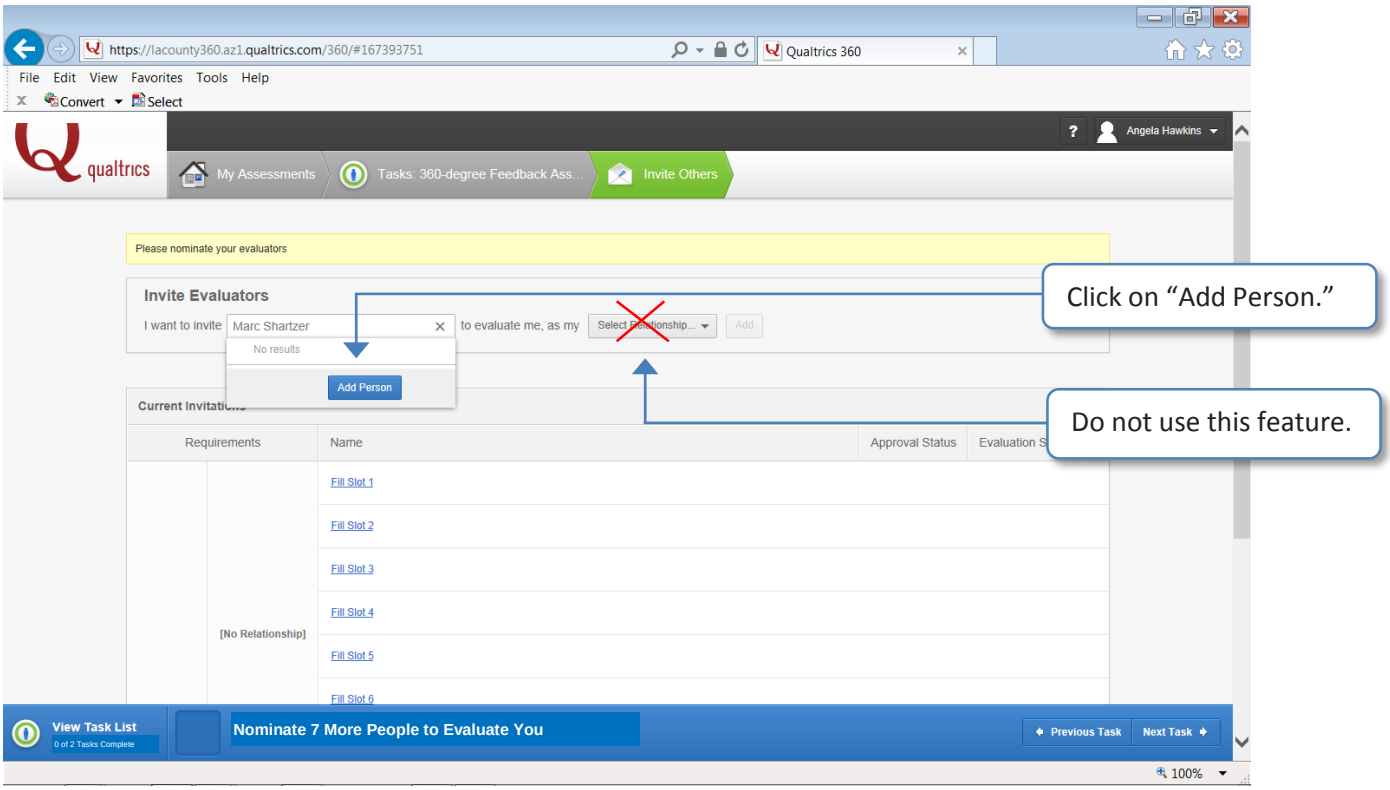
Qualtrics 360
File Edit View Favorites Tools Help
Convert Select
qualtrics
Angela Hawkins
My Assessments
Tasks: 360-degree Feedback Ass...
Invite Others
Please nominate your evaluators
Invite Evaluators
I want to invite type name or email... to evaluate me, as my Select Relationship... Add
Current Invitations
Requirements
Name
Approval Status
Evaluation S
[No Relationship]
Fill Slot 1
Fill Slot 2
Fill Slot 3
Fill Slot 4
Fill Slot 5
Fill Slot 6
View Task List
0 of 2 Tasks Complete
Nominate 7 More People to Evaluate You
Previous Task
Next Task
100%
Type your rater's first and last name here.
Do not use this feature.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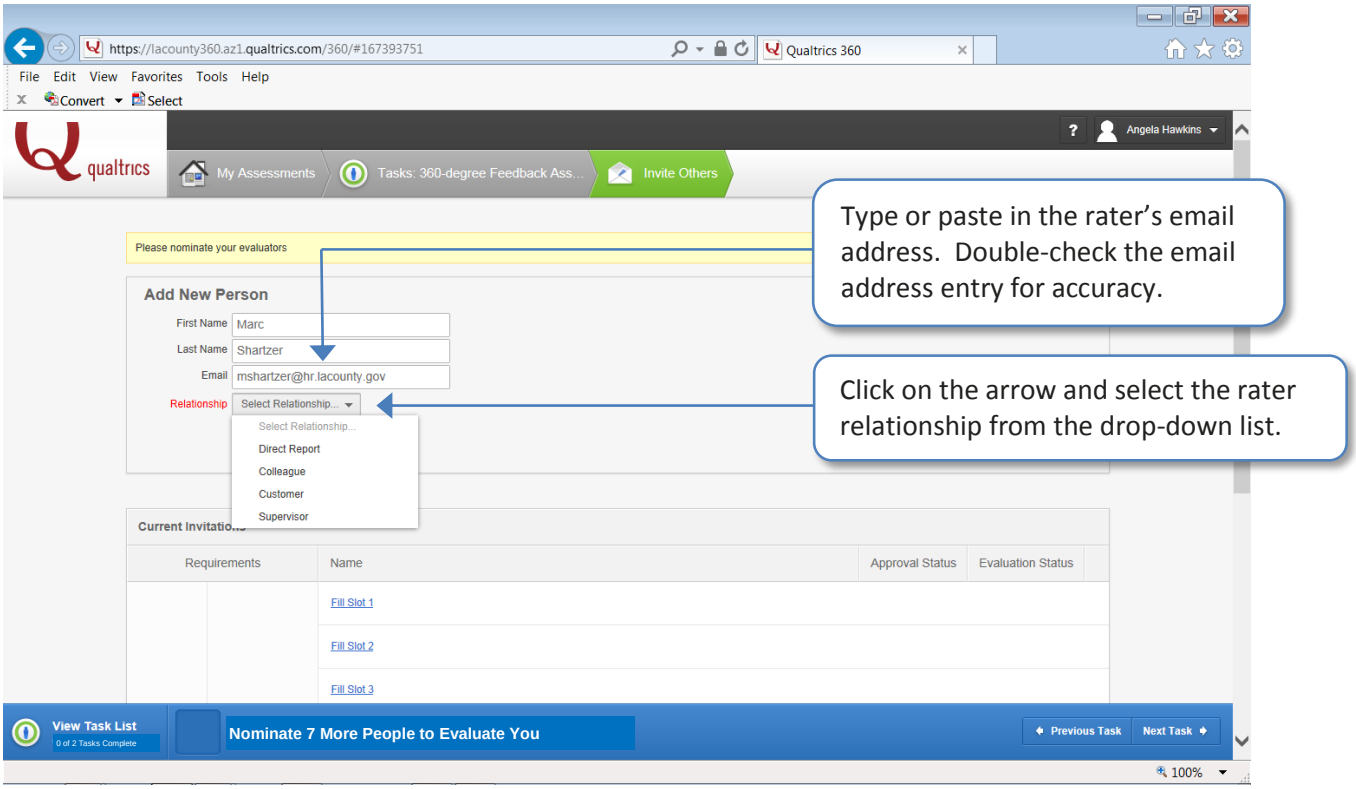
Qualtrics 360
File Edit View Favorites Tools Help
Convert Select
qualtrics
Angela Hawkins
My Assessments
Tasks: 360-degree Feedback Ass...
Invite Others
Please nominate your evaluators
Invite Evaluators
I want to invite Marc Shartzer to evaluate me, as my Select Relationship... Add
No results
Add Person
Requirements
Name
Approval Status
Evaluation S
[No Relationship]
Fill Slot 1
Fill Slot 2
Fill Slot 3
Fill Slot 4
Fill Slot 5
Fill Slot 6
View Task List
0 of 2 Tasks Complete
Nominate 7 More People to Evaluate You
Previous Task
Next Task
100%
Click on "Add Person."
Do not use this feature.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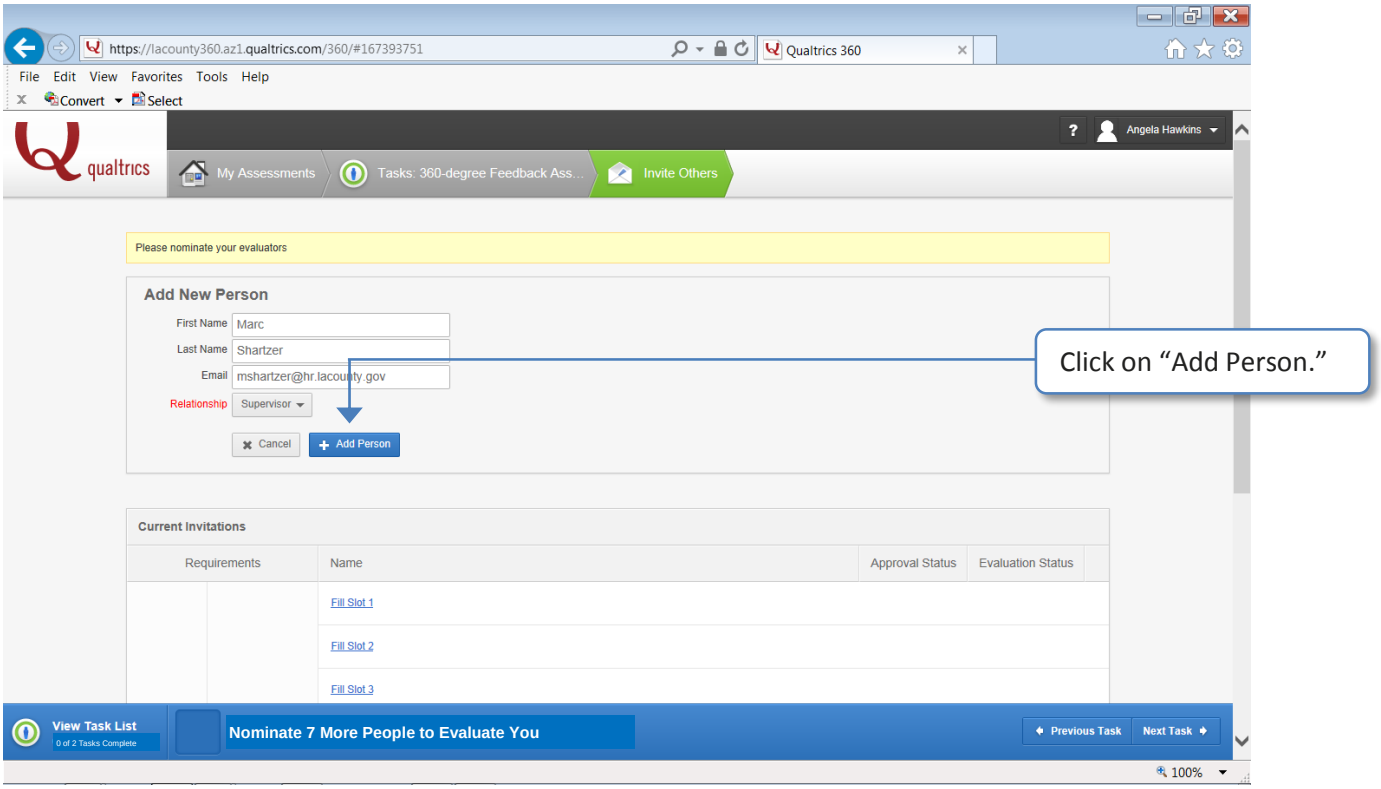
Qualtrics 360
File Edit View Favorites Tools Help
Convert Select
qualtrics
Angela Hawkins
My Assessments
Tasks: 360-degree Feedback Ass...
Invite Others
Please nominate your evaluators
Add New Person
First Name Marc
Last Name Shartzer
Email mshartzer@hr.lacounty.gov
Relationship Select Relationship...
Select Relationship...
Direct Report
Colleague
Customer
Supervisor
Current Invitations
Requirements
Name
Approval Status
Evaluation Status
Fill Slot 1
Fill Slot 2
Fill Slot 3
View Task List
0 of 2 Tasks Complete
Nominate 7 More People to Evaluate You
Previous Task
Next Task
100%
Type or paste in the rater's email address. Double-check the email address entry for accuracy.
Click on the arrow and select the rater relationship from the drop-down list.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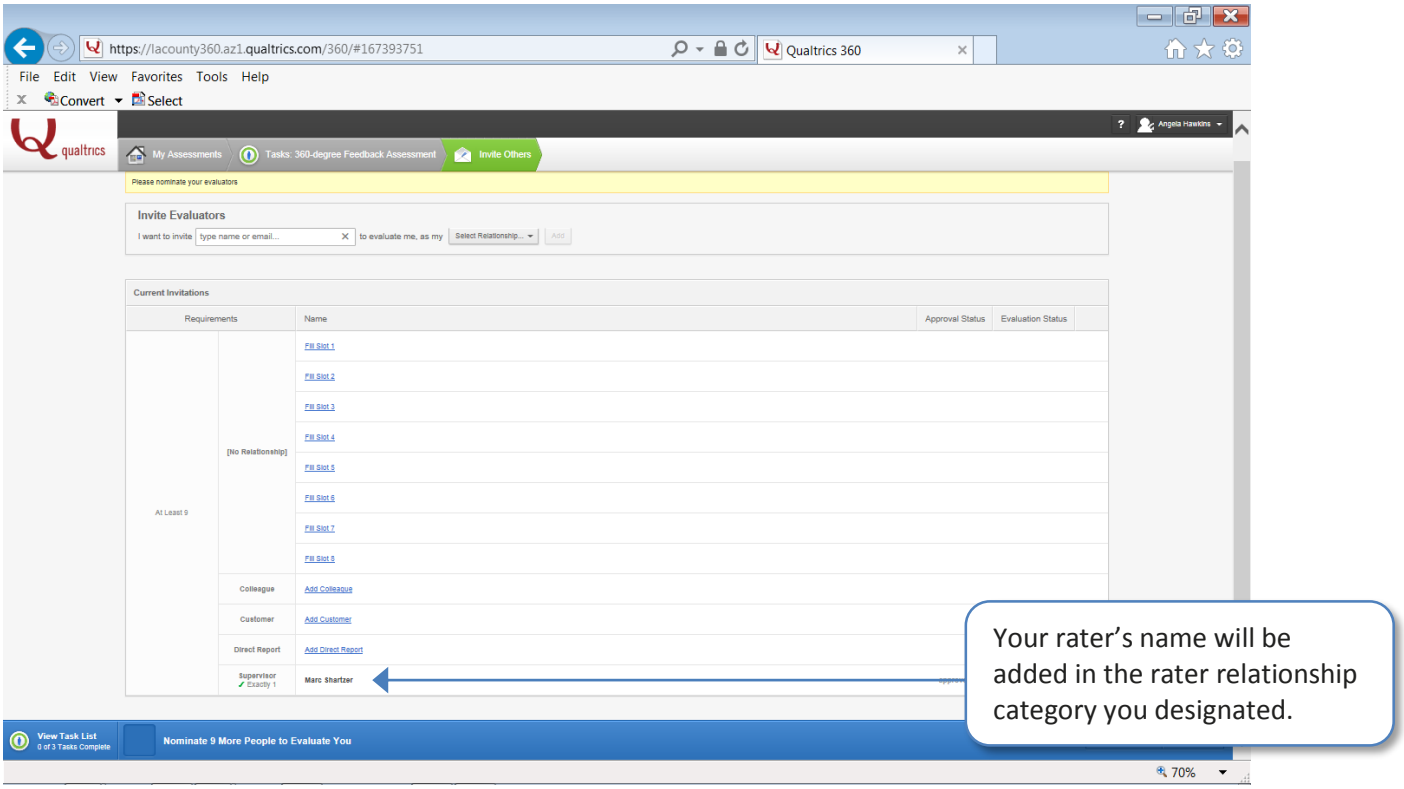
File Edit View Favorites Tools Help
Convert Select
qualtrics
Angela Hawkins
My Assessments
Tasks: 360-degree Feedback Ass...
Invite Others
Please nominate your evaluators
Add New Person
First Name Marc
Last Name Shartzer
Email mshartzer@hr.lacounty.gov
Relationship Supervisor
Cancel
Add Person
Current Invitations
Requirements
Name
Approval Status
Evaluation Status
Fill Slot 1
Fill Slot 2
Fill Slot 3
View Task List
0 of 2 Tasks Complete
Nominate 7 More People to Evaluate You
Previous Task
Next Task
100%
Click on "Add Person."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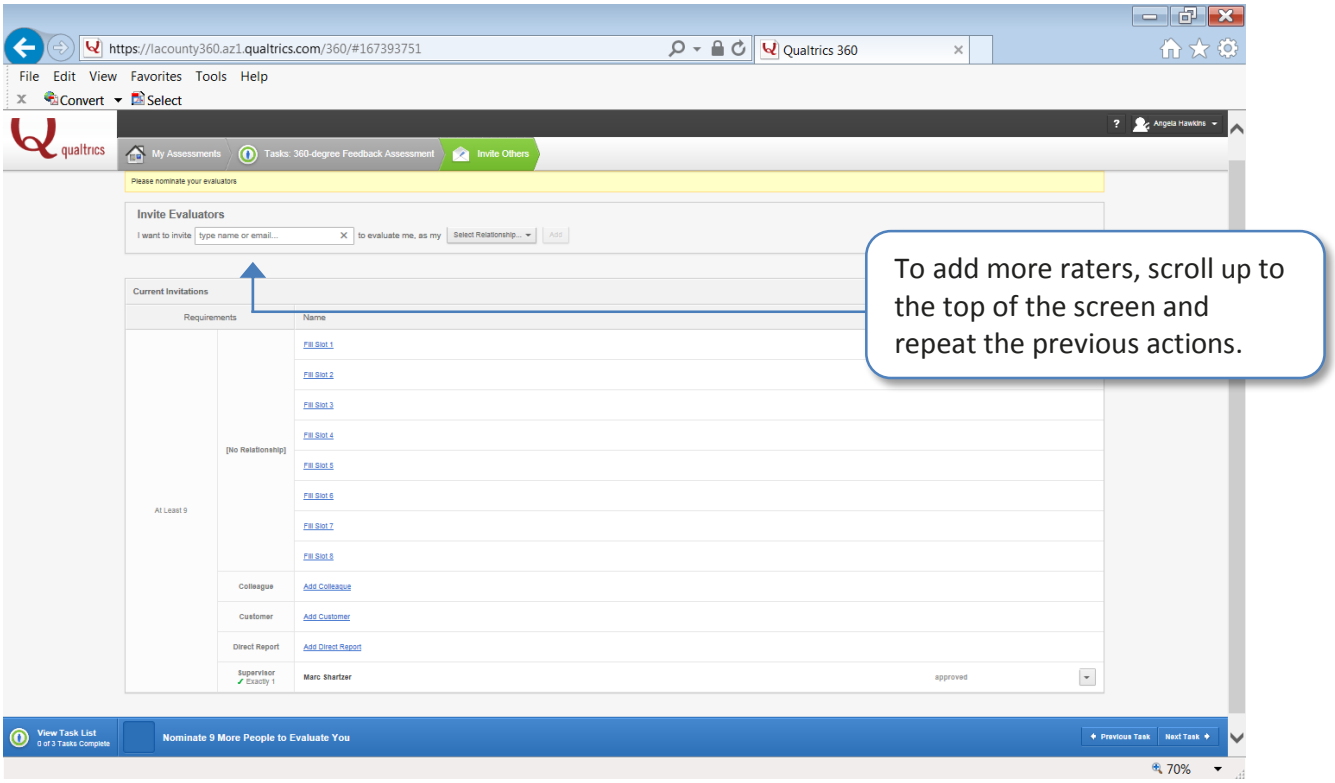
Invite Others
Please nominate your evaluators
Invite Evaluators
I want to invite type name or email... to evaluate me, as my Select Relationship... Add
Current Invitations
Requirements
Name
Approval Status
Evaluation Status
At Least 9
[No Relationship]
Fill Slot 1
Fill Slot 2
Fill Slot 3
Fill Slot 4
Fill Slot 5
Fill Slot 6
Fill Slot 7
Fill Slot 8
Colleague
Add Colleague
Customer
Add Customer
Direct Report
Add Direct Report
Supervisor
Exactly 1
Marc Shartzer
View Task List
0 of 3 Tasks Complete
Nominate 9 More People to Evaluate You
70%
Your rater's name will be added in the rater relationship category you designated.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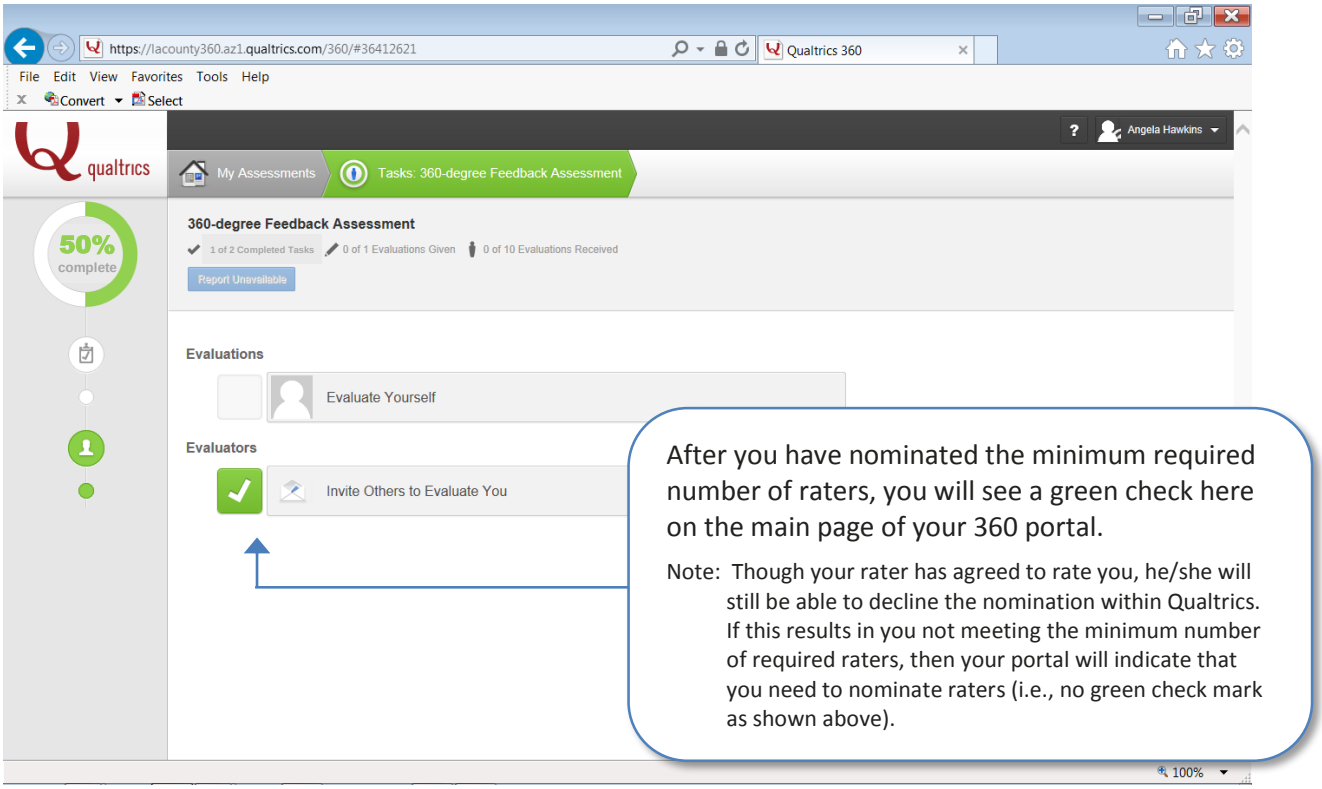
I want to invite type name or email... to evaluate me, as my Select Relationship... Add
Current Invitations
Requirements
Name
At Least 9
[No Relationship]
Fill Slot 1
Fill Slot 2
Fill Slot 3
Fill Slot 4
Fill Slot 5
Fill Slot 6
Fill Slot 7
Fill Slot 8
Colleague
Add Colleague
Customer
Add Customer
Direct Report
Add Direct Report
Supervisor
Exactly 1
Marc Shartzer
approved
View Task List
0 of 3 Tasks Complete
Nominate 9 More People to Evaluate You
Previous Task
Next Task
70%
To add more raters, scroll up to the top of the screen and repeat the previous actions.

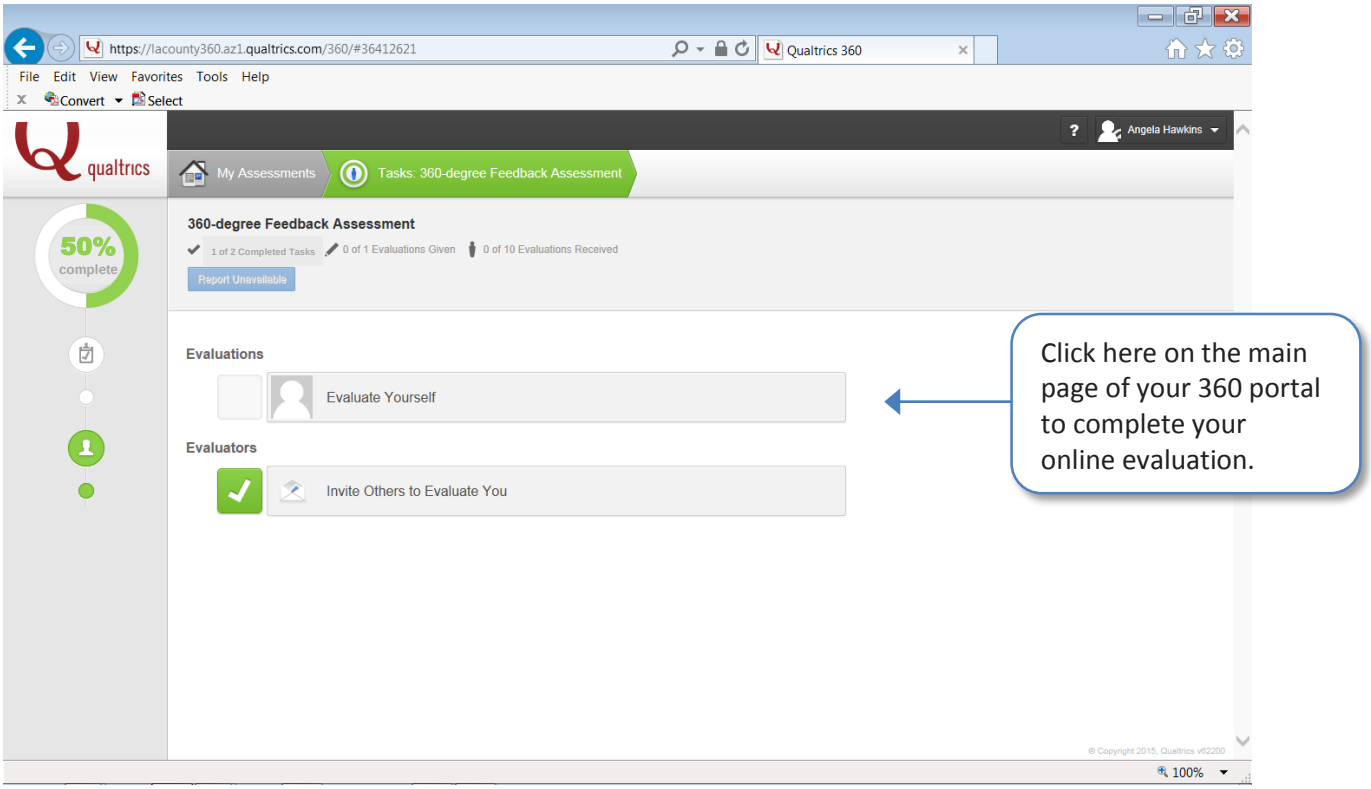



After you have nominated the minimum required number of raters, you will see a green check here on the main page of your 360 portal.

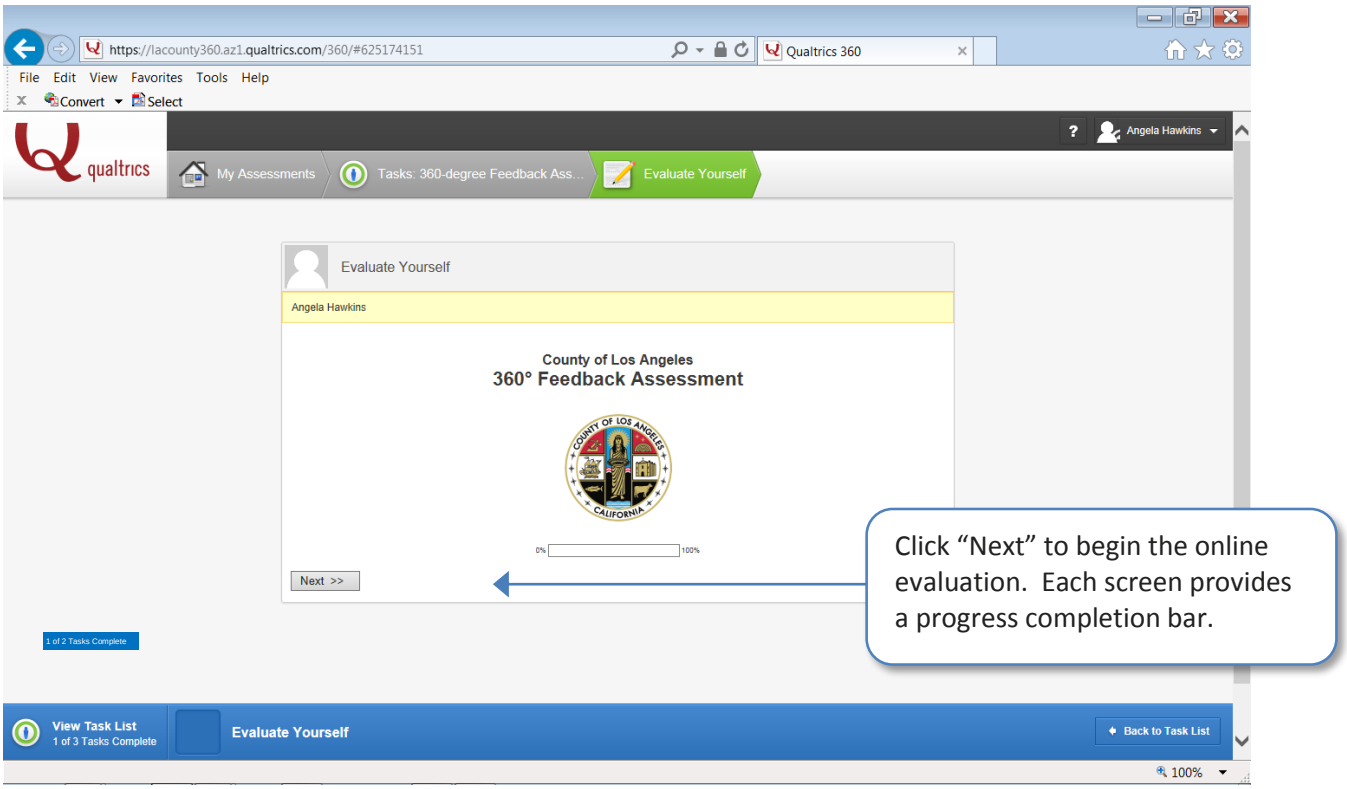
Note: Though your rater has agreed to rate you, he/she will still be able to decline the nomination within Qualtrics. If this results in you not meeting the minimum number of required raters, then your portal will indicate that you need to nominate raters (i.e., no green check mark as shown above).

## *Completing Your Online Evaluation*

After you have entered your raters' information, you can complete your online evaluation.




Click here on the main page of your 360 portal to complete your online evaluation.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Qualtrics 360
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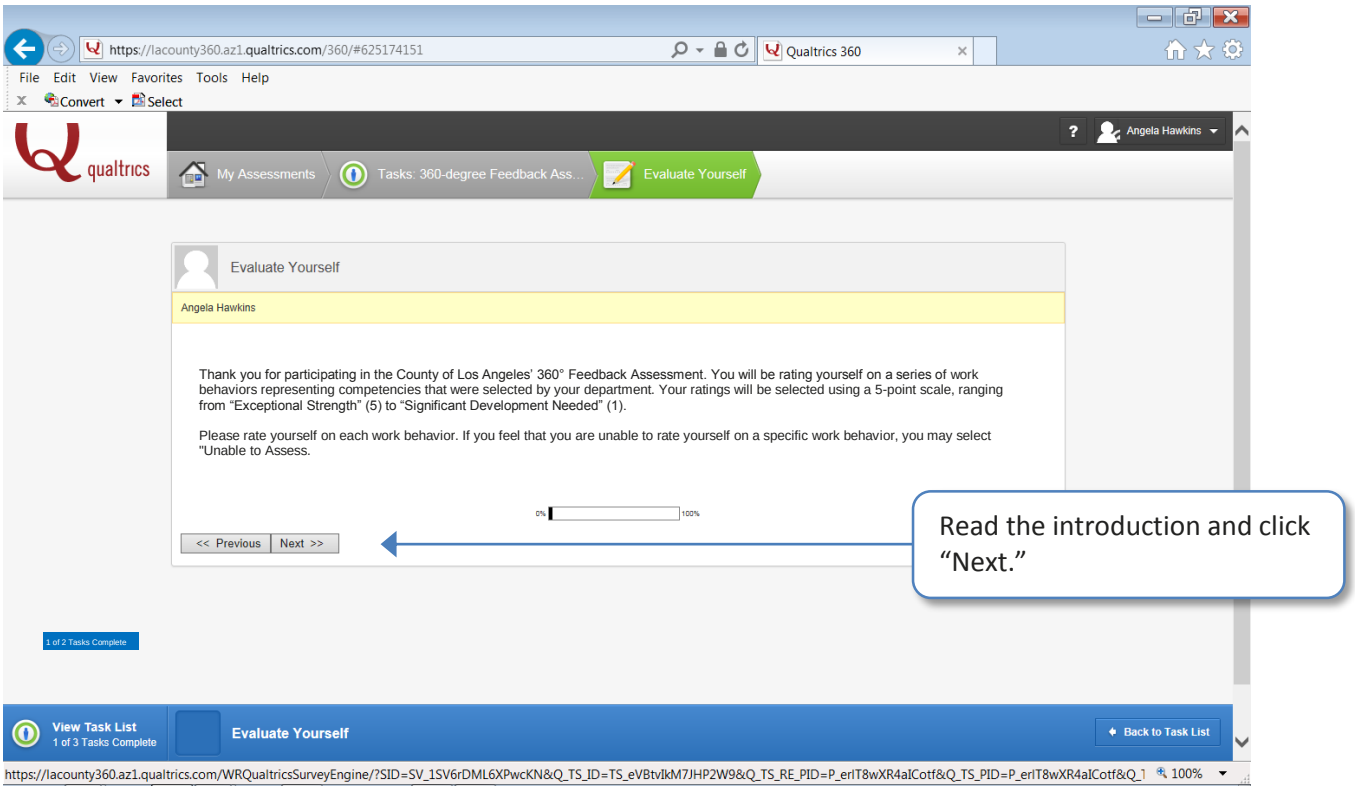
Convert Select
qualtrics
Angela Hawkins
My Assessments
Tasks: 360-degree Feedback Ass...
Evaluate Yourself
Evaluate Yourself
Angela Hawkins
County of Los Angeles
360° Feedback Assessment
Next >>
1 of 2 Tasks Complete
Click "Next" to begin the online evaluation. Each screen provides a progress completion bar.
View Task List
1 of 3 Tasks Complete
Evaluate Yourself
Back to Task List
100%


https://lacounty360.az1.qualtrics.com/360/#625174151
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Angela Hawkins
My Assessments
Tasks: 360-degree Feedback Ass...
Evaluate Yourself
Evaluate Yourself
Angela Hawkins
Thank you for participating in the County of Los Angeles' 360° Feedback Assessment. You will be rating yourself on a series of work behaviors representing competencies that were selected by your department. Your ratings will be selected using a 5-point scale, ranging from "Exceptional Strength" (5) to "Significant Development Needed" (1).
Please rate yourself on each work behavior. If you feel that you are unable to rate yourself on a specific work behavior, you may select "Unable to Assess.
<< Previous
Next >>
Read the introduction and click "Next."
1 of 2 Tasks Complete
View Task List
1 of 3 Tasks Complete
Evaluate Yourself
Back to Task List
https://lacounty360.az1.qualtrics.com/WRQualtricsSurveyEngine/?SID=SV_1SV6rDML6XPwcKN&Q_TS_ID=TS_eVBtvIkM7JHP2W9&Q_TS_RE_PID=P_erIT8wXR4aICotf&Q_TS_PID=P_erIT8wXR4aICotf&Q_1
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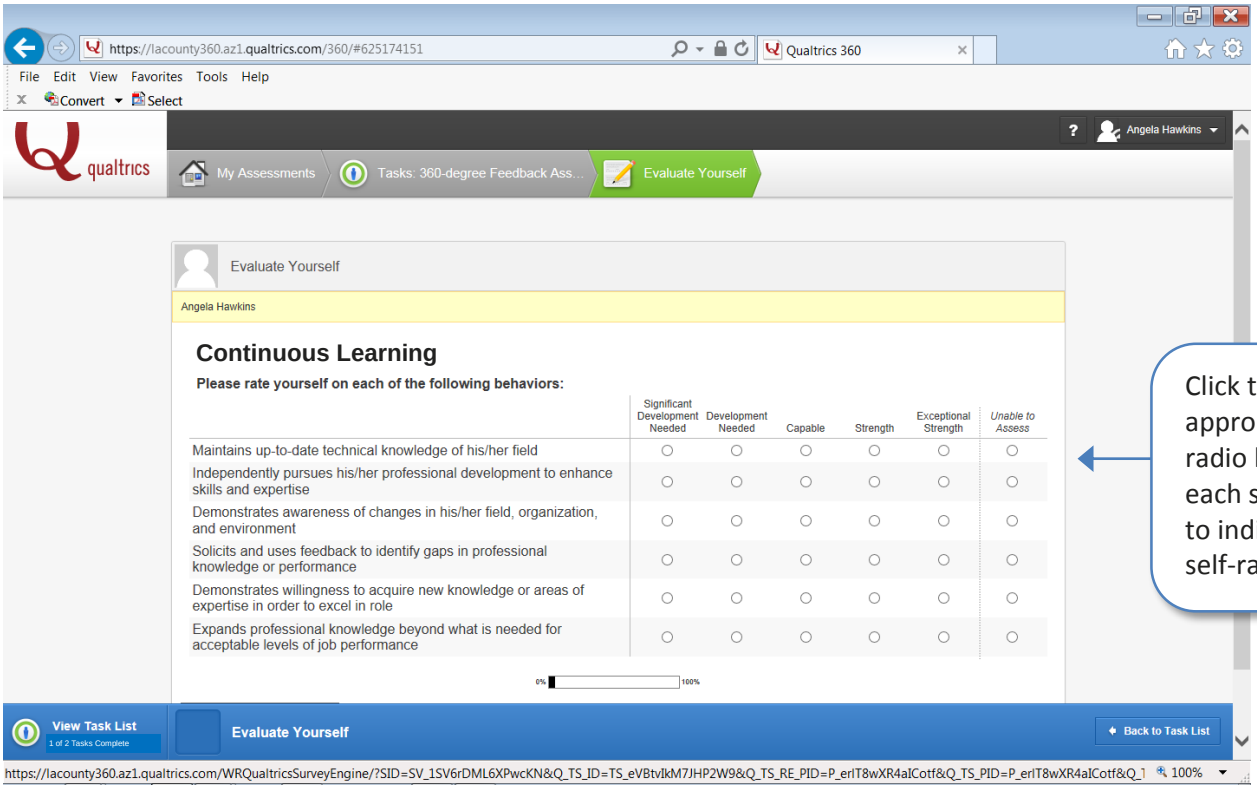
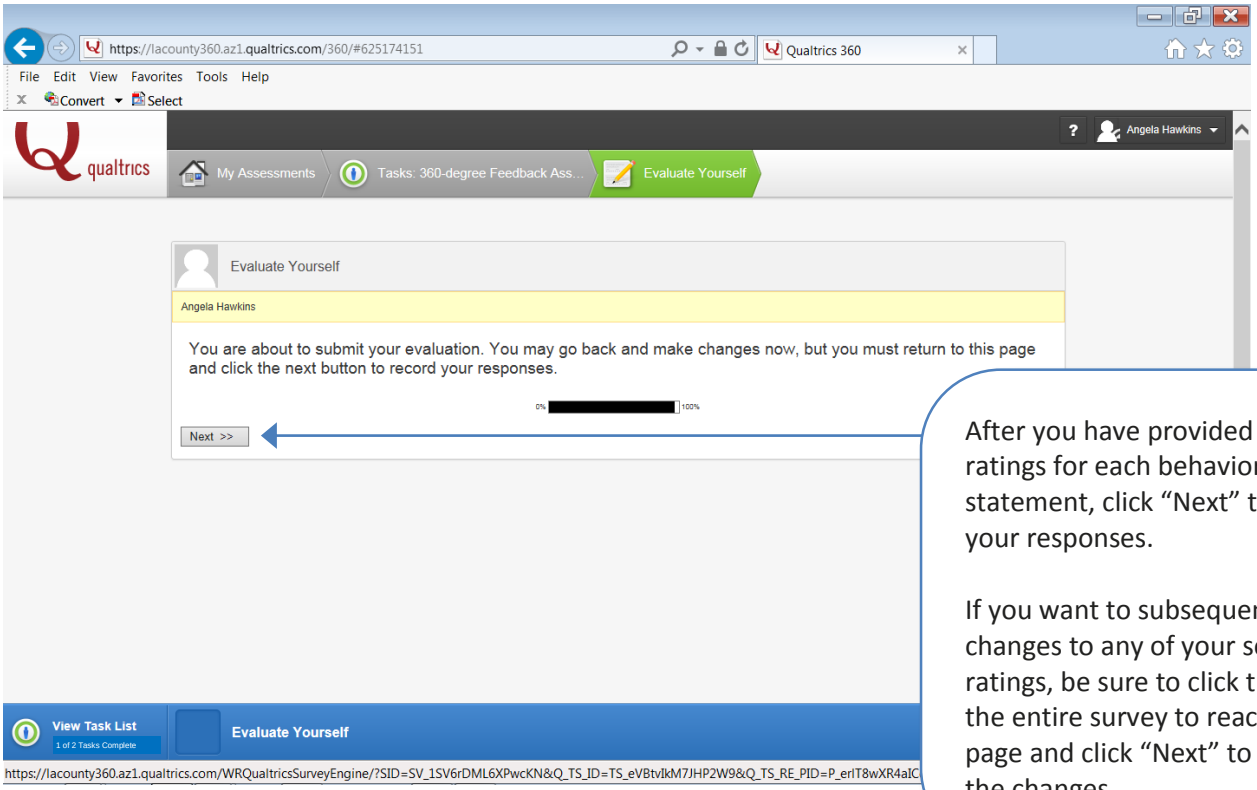
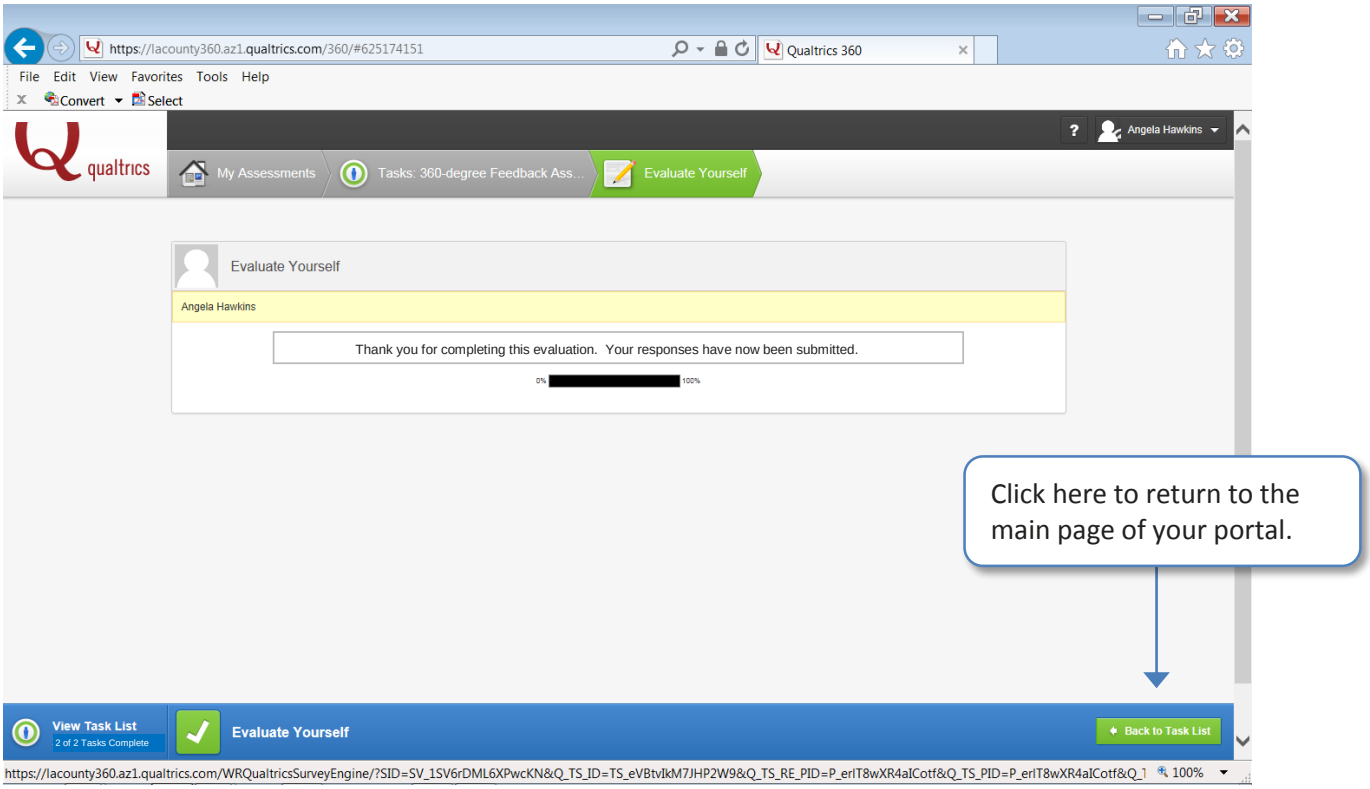



Click the appropriate radio button for each statement to indicate your self-rating.




After you have provided self-ratings for each behavioral statement, click "Next" to record your responses.

If you want to subsequently make changes to any of your self-ratings, be sure to click through the entire survey to reach this page and click "Next" to record the changes.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My Assessments
Tasks: 360-degree Feedback Ass...
Evaluate Yourself
Evaluate Yourself
Angela Hawkins
Thank you for completing this evaluation. Your responses have now been submitted.
0%
100%
Click here to return to the main page of your portal.
View Task List
2 of 2 Tasks Complete
Evaluate Yourself
Back to Task List
https://lacounty360.az1.qualtrics.com/WRQualtricsSurveyEngine/?SID=SV_1SV6rDML6XPwcKN&Q_TS_ID=TS_eVBtvIkM7JHP2W9&Q_TS_RE_PID=P_erlT8wXR4aICotf&Q_TS_PID=P_erlT8wXR4aICotf&Q_T
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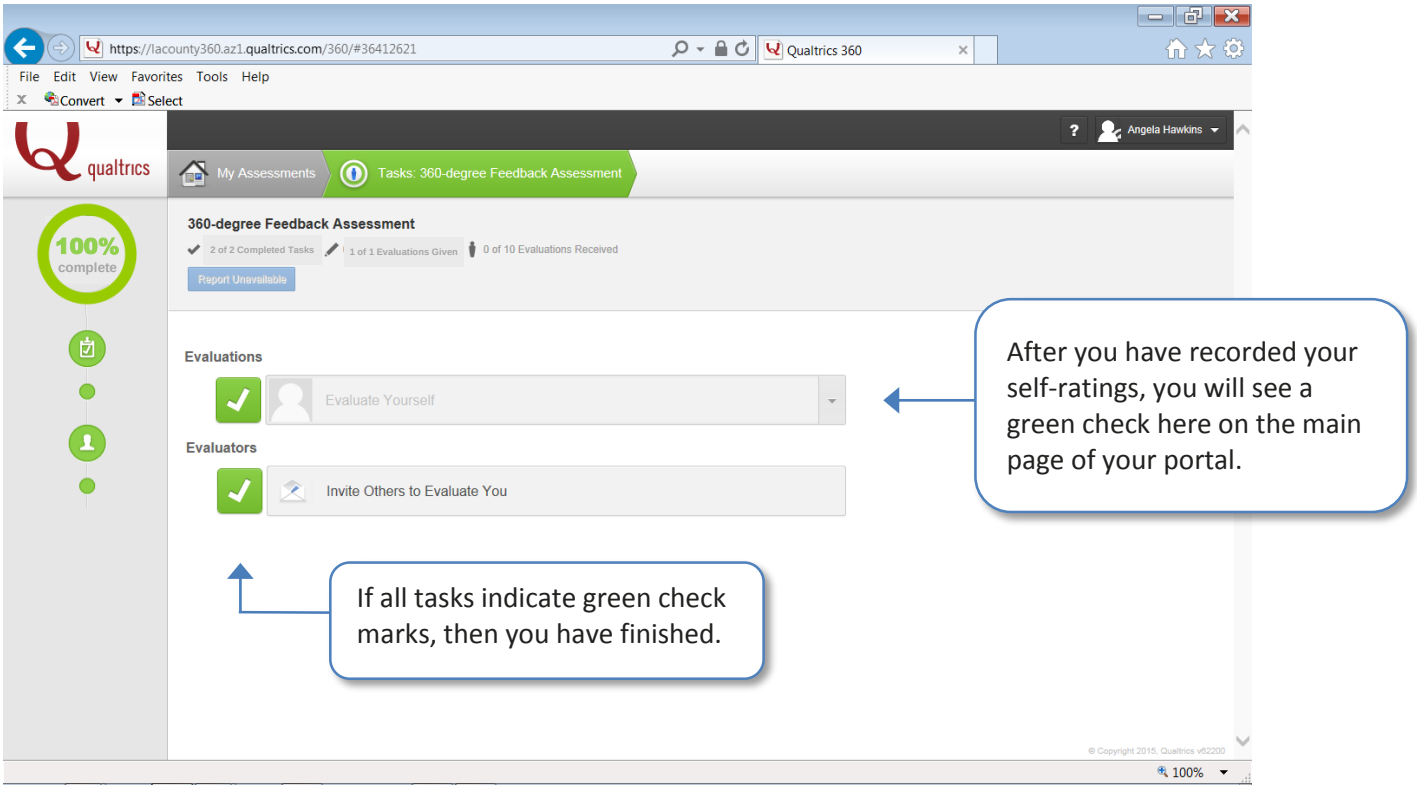
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Angela Hawkins
My Assessments
Tasks: 360-degree Feedback Assessment
100% complete
360-degree Feedback Assessment
2 of 2 Completed Tasks
1 of 1 Evaluations Given
0 of 10 Evaluations Received
Report Unavailable
Evaluations
Evaluate Yourself
Evaluators
Invite Others to Evaluate You
After you have recorded your self-ratings, you will see a green check here on the main page of your portal.
If all tasks indicate green check marks, then you have finished.
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100%

# CONCLUSION

In developing and administering the County's 360, DHR aims to provide you with rich feedback from a variety of sources that you can use to *meaningfully* tailor your development efforts. Moreover, engaging you in a 360 process is one way your department's executive and senior management team shows that they value your contributions and want to support your development efforts to achieve your professional goals.

As your department invests in the ongoing, dynamic process of employee development, please anticipate the possibility that future 360s will be implemented. In combination with other development initiatives, the 360 is one part of the larger effort to encourage and support you in achieving your career goals.

If you have any questions regarding the County's 360 in general, please contact DHR's Talent Management team at DHR360@hr.lacounty.gov. If you have any questions about the specific 360 administration in your department, please contact your department's HR office.

# ABOUT THE AUTHORS

**Angela C. Hawkins,** HR Analyst IV
Angela holds an MBA and has over 14 years of public-sector human resources experience involving succession and workforce planning; recruitment and selection; survey and training program development and implementation; and other human resources activities. She has presented at a regional conference sponsored by the International Public Management Association – Human Resources and has been published in its publication.

**Marc C. Shartzer,** Principal Analyst, HR
Marc holds an M.S. in Industrial/Organizational Psychology and professional certificates in Human Resources Management, Project Management, Technical Writing, and Business Management. He has over 16 years of experience in public, private, and consulting organizations. His areas of practice include succession and workforce planning, selection research and test development, organizational surveys, recruitment, training, compensation administration, and other human resources activities. He has presented at regional and international conferences and has been published in professional journals.

**David Miller**, HR Analyst IV
David holds an M.S. in Industrial/Organizational Psychology and has 6 years of public-sector experience involving succession and workforce planning, recruitment, selection, classification, compensation, training, data analysis, and agency-wide research. He has presented at a regional conference and has been published in professional journals.

**Susanna Tram-Quon**, County Management Fellow
Susanna holds a Ph.D. in Social-Organizational Psychology and a M.A. in Organizational Psychology. She has over 9 years of professional experience in Human Resources and organizational consulting in the private sector. Her specialties include succession and workforce planning, data analysis, advanced statistical modeling, applied leadership theory, survey development, organizational surveys, employee relations, and other human resources activities. She has presented at national and international conferences and has been published in leading organizational journals.

## APPENDIX A

**360 Participant Action Checklist**

1

### ENSURE YOUR UNDERSTANDING

- ☐ Read and understand the 360 communication materials your department provides
- ☐ Read and understand the *360 Participant Guide*
- ☐ Email your questions or concerns to DHR360@hr.lacounty.gov or to your departmental HR office throughout the 360 process
- ☐ Set up and familiarize yourself with your Qualtrics online 360 portal

2

### NOMINATE YOUR RATERS

- ☐ Select your raters based on the requirements and recommended criteria in the *360 Participant Guide*
- ☐ Introduce the 360 to your raters and email them the *360 Rater Guide*
- ☐ Obtain your raters' agreement to participate
- ☐ Enter your raters' information into your Qualtrics online 360 portal

3

### COMPLETE YOUR SELF-EVALUATION

- ☐ Read and understand the common rating errors so you can avoid them
- ☐ Complete your self-evaluation in your Qualtrics online 360 portal

4

### PREPARE TO RECEIVE YOUR 360 RESULTS

- ☐ Read and understand how to keep an open mind about your 360 results
- ☐ Review the information sheet from DHR about preparing for your feedback session
- ☐ Schedule your feedback session, if prompted by an email from DHR

5

### RECEIVE YOUR 360 RESULTS

- ☐ Attend your feedback session or download your feedback report from your Qualtrics online 360 portal

6

### CONSTRUCT YOUR DEVELOPMENT PLAN

- ☐ Take some time on your own to review and reflect on your 360 results
- ☐ Determine what areas you want to work on
- ☐ Determine how you can leverage or further excel in your strengths
- ☐ Design your development plan, either on your own or with a development coach
- ☐ Access and use the DHR development-planning resource tools

## APPENDIX B

**Sample Email to Raters**

Recommendation: Modify and send this sample email language to your potential raters if you are unable to personally speak with them.

Hello **Rater Name,**

I am currently participating in a 360° Feedback Assessment ("360"), and I was hoping you would be one of my raters. We have worked together over the years, and I thought of you when I was considering whose feedback I would like to receive. I value your perspective and think that your feedback can help my professional development.

Please let me know if I can include you as one of my raters. The rating period will be from **date** to **date**. The 360 will be administered through the "Qualtrics" online 360 delivery system. If you agree to rate me, you will receive an email from Qualtrics that will guide you in completing the 360. I have also attached a *360 Rater Guide* that provides important information.

I have left you a voice message with this information. Please let me know by **date** if you will rate me on my 360.

Thank You,

**Your Name**

D|H|R

Department of Human Resources
County of Los Angeles