



360 CHECKLIST: THINGS TO CONSIDER

Fundamental to the successful application of a 360 programme is appropriate introduction and management of 360 degree feedback. The following checklist offers some checks and balances to consider to ensure the process works effectively and fairly, avoiding some of the potential costs.

360 Checklist		✓
Planning	ESTABLISHING THE PURPOSE <ul style="list-style-type: none"> - Does the organisational culture support the introduction of 360 degree feedback - Are the purpose and objectives clear? 	
	ESTABLISHING THE PROCESS <ul style="list-style-type: none"> - Is there senior management commitment? - Have those taking part been involved in the planning stage? - Has a clear process for identifying the raters been agreed? - Does the questionnaire relate to job performance and describe relevant behaviours? - Is it a reliable and valid instrument? - Is the feedback presented in a useful and sensitive way? 	
	ESTABLISHING RESOURCES <ul style="list-style-type: none"> - Have the resources for subsequent development been considered at the planning stage and is there an appropriate balance between the resources devoted to development and those to implementing the 360 feedback? - Where computers are being used, has the security of the system been considered? 	
Piloting	<ul style="list-style-type: none"> - Is the questionnaire meeting its purpose? - If it has not been used before, is it reliable and valid? - Are the resource estimates for the rollout realistic? 	
Implementation	<ul style="list-style-type: none"> - Is there clear communication to all involved? - Is there a clear owner responsible for administering the process? - Is there a "helpline" or clear point of contact? - Are the deadlines clear and who monitors whether they are being met? - How are the raters being briefed? - Have those giving the feedback been trained in the relevant skills? 	
Feedback	<ul style="list-style-type: none"> - Will the feedback be communicated face to face? - Is there appropriate support for those receiving feedback? - Has appropriate and sensitive timing been considered as part of the process? 	
Review	<ul style="list-style-type: none"> - Has the review process been considered at the planning stage? - Has the 360 degree feedback met its purpose? - Has it resulted in improvement in performance? 	

* Adapted from 360 Degree Feedback: Best Practice Guidelines