



Policy No. 40004
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Approved: C. Thompson-Stacy
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360° Assessment Policy

1.0 Purpose

The purpose of the 360° Assessment is to reinforce and accelerate continuous improvement through professional development. The instrument is a tool that measures management and leadership effectiveness through identified competencies, providing a framework to help leaders' master challenges and make decisions. The added dimension of the instrument is its ability to compile multiple assessments from others and contrast that data with one's own self perceptions.

2.0 Revision History

Original Policy: February 2006
Revised: October 2009

3.0 Applicability

The 360° Performance Assessment policy is applicable to the president and the administrative/professional faculty (APF) and will be used as an addendum to the Annual Evaluation Summary of Administrators/Faculty form. These guidelines shall be carried out in accordance with VCCS Policy 3.6, Faculty Evaluations Policy.

4.0 Policy

APFs will be reviewed at least one time during the calendar year. The evaluation cycle is completed by the second quarter of the year. For each APF, this instrument will be sent to a group of internal and, if appropriate, external stakeholders.

Raters: Each APF and his/her immediate supervisor will mutually determine the names of the raters. Raters include all direct reports and individuals who can legitimately rate the APF's performance. There shall be a minimum of 15 raters. These shall include:

- Self (administrative/professional faculty)
- APF's Immediate Supervisor (required)

Peer/s (other APF's) Direct Reports (all employees who report directly to the APF)

- Co-workers(a fellow employee)
- External Constituent - individual outside the employment of LFCC (e.g. Advisory Board members, students, work study students, business partners)

Ratings: The ratings are on a five-point scale and correspond to the same ratings on the Annual Evaluation Summary of Administrators/Faculty form. They include:

- Excellent
- Very good
- Good
- Fair
- Unsatisfactory
- No opportunity to observe

5.0 Definitions

360° Assessment Instrument – management tool providing performance feedback on an individual from a diverse group of employees.

Competencies – specific clusters of knowledge, skills, abilities and behaviors required for job success.

Raters – identified employees who participate in the 360° Assessment Process.

- Self (administrative/professional faculty)
- APF's Immediate Supervisor (required)
- Peer/s (other APF's)
- Direct Reports (all employees who report directly to the APF)
- Co-workers (a fellow employee)
- External Constituent - individual outside the employment of LFCC (e.g. Advisory Board members, students, work study students, business partners)

Ratings –The five-point scale that describes the rating level in each competency.

6.0 Responsibilities

The human resource manager is responsible for distributing the annual 360° Assessment Instrument to the identified raters for the president and each APF. The final consolidated data will be distributed to the APF's supervisor, who will provide a copy to the APF. The president's final data are forwarded to the Virginia Community College System (VCCS) chancellor. Immediate supervisors are responsible for utilizing this data for professional development as an addendum to the APF's Annual Evaluation.

7.0 Procedures

The human resource manager will distribute the 360° instrument to the selected raters for the president and each APF. Raters will identify themselves based on their working relationship with the president or APF as either self, APF's immediate supervisor, peer, direct reports, co-workers, or external constituent. Each rating carries a number score of one to five. Each rater's scores will be compiled and an average score will be reported. There will be an additional section at the end of the instrument for raters to add other comments.

Confidentiality: *Confidentiality will be preserved in this process.* Raters will only have access to the 360° instrument for the respective individual/s they are rating. The names of raters will not be associated with any scoring data or comments obtained from the 360° instrument. Only the human resource manager will receive all scoring data per each competency for the president and each APF. The compilation of final data and all comments will be provided to the APF's immediate supervisor by the human resource

manager. The president's data will be forwarded to the VCCS chancellor for use in preparing his/her annual performance evaluation.

Each APF will be provided a summary copy of the 360° data obtained by the immediate supervisor. The results from the 360° Assessment will be used by the supervisor and the APF as a resource for professional development. The 360° Assessment results along with the final written and signed evaluations will be forwarded to the human resource manager for placement in the respective personnel file by June 1 of each year.

8.0 Interpretation

Interpretation of this policy rests with the human resource manager and the president.

9.0 Authority/Reference

VCCS Policy 3.6, Faculty Evaluations

10.0 Non-Compliance

Failure to comply with this policy may result in corrective action.