

# MEMORANDUM

TO: Patrick Lawton  
City Administrator

FROM: Susan Hopson  
HR Director

DATE: September 24, 2012

RE: After Action Report – 360 Feedback

Participants from several departments attended the meeting. Joel Myers from the Centre Group attended the first meeting.

## What was planned?

The 360 assessment is designed to gather information on how frequently a manager or supervisor demonstrates key leadership qualities. The feedback should help the participant to improve their managerial and supervisory skills. The questionnaire captures feedback from each participant's supervisor, peers and direct reports. The feedback is summarized in a personalized narrative that highlights areas of strength, as well as developmental areas. The City of Germantown selected twenty five managers to participate in the first round of assessments during fiscal year 2012. Fifty more will go through the process in fiscal year 2013. Each participant (and their supervisor) receives the feedback in a debriefing session. From that session, the participant and the supervisor agree upon 1-3 areas to focus on for improvement and can use the tool as part of the first quarter IEDP discussion.

## What actually happened?

All 25 questionnaires were completed and all 25 debriefing sessions were conducted. Overall the feedback was positive. Participants felt they received feedback that could help them grow and improve their leadership skills. Feedback was considered to be on target. There was a large preference for the tool to be administered online. There was a need for clarification of whether or not to respond to a question if you hadn't witnessed displays of the behavior. Several participants felt that who filled out the report could have been better protected from a confidentiality perspective. Several employees felt that the "peer" group classification couldn't properly evaluate them in their role. Some employees felt it would be better to have a chance to review the feedback package before the debriefing session in order to ask better questions.

## Why did it happen?

The feedback for this process has been overall positive. As it was the first time through, there is opportunity to make corrections before the next 50 participants go through the process.

## What can we do better next time?

Offer an online process; clarify the instructions; ensure there is good confidentiality. There is also an opportunity to involve participants in who the peer group should be.

