

360 Degree Appraisal For a Large Indian MNC

Context

The HR team of a fast growing Indian MNC was given a mandate to transition the appraisal process of the senior team (reportees to the CEO) to one where performance data was collected through a 360 survey prior to the appraisal. The project scope was both ambiguous and ambitious, and it had the potential to generate considerable apprehensions amongst the target audience.

Being happy with our customer centric approach in the past, the HR team hired us for this project. Transitioning to a panel based appraisal system had some pre-requisites which were addressed first. Refer case-study – ‘Moving towards benchmark performance’.

Intervention

We adopted a consensual process for this project. It designed a two-step transition process – a 360 degree appraisal exercise to collect performance data on the senior team, followed by an appraisal interview where the CEO would peruse the 360 appraisal report and assess them. The 360 degree appraisal was designed around the principle of taking stakeholder buy-in at every step.

Questionnaire design

Each senior team member was requested to submit the following information pertaining to their performance:

- a. Their Measures of Performance
- b. Their special projects
- c. Their targets and achievements on above.

In addition, the Questionnaire also included a section where the raters could give ratings and comments on the Technical and Behavioural competence. This made sure that along with the performance data, the competence development aspect was also being considered. The scale used to evaluate the performance was custom designed after careful consideration of the context.

Pilot test

A Survey was designed for each of the senior team member. They were required to approve their survey using a link to a pilot survey. The survey was sent to raters only after approval.

Rater Training Sessions

Before opening the online survey, sessions were organised to sensitise the raters to their role & responsibility as a feedback giver, and to equip them to submit a high quality response. Raters were sensitised that their evaluation and comments would be tagged with their names in the report. The benefits of this transparency coded into the process were clearly explained. Participation rate was close to 95%.

There was a separate session for the senior team where in their apprehensions were fully heard and the next steps after the 360 appraisal report were consensually agreed.

Helpdesk & Support

Helpdesk was available for support and issue resolution, while the survey was open.

Detailed Reports

The feedback reports were generated within a few days after the end of the survey.

Outcome

The 360 degree appraisal report ensuing report was useful to the CEO giving feedback as it provided a comprehensive picture of how each senior manager's performance was been perceived all round. The rater training ensured that the feedback provided by raters was backed by data. Also, the rating scale ensured that the evaluation was finely calibrated to the specific value add by a senior manager in each achievement.