

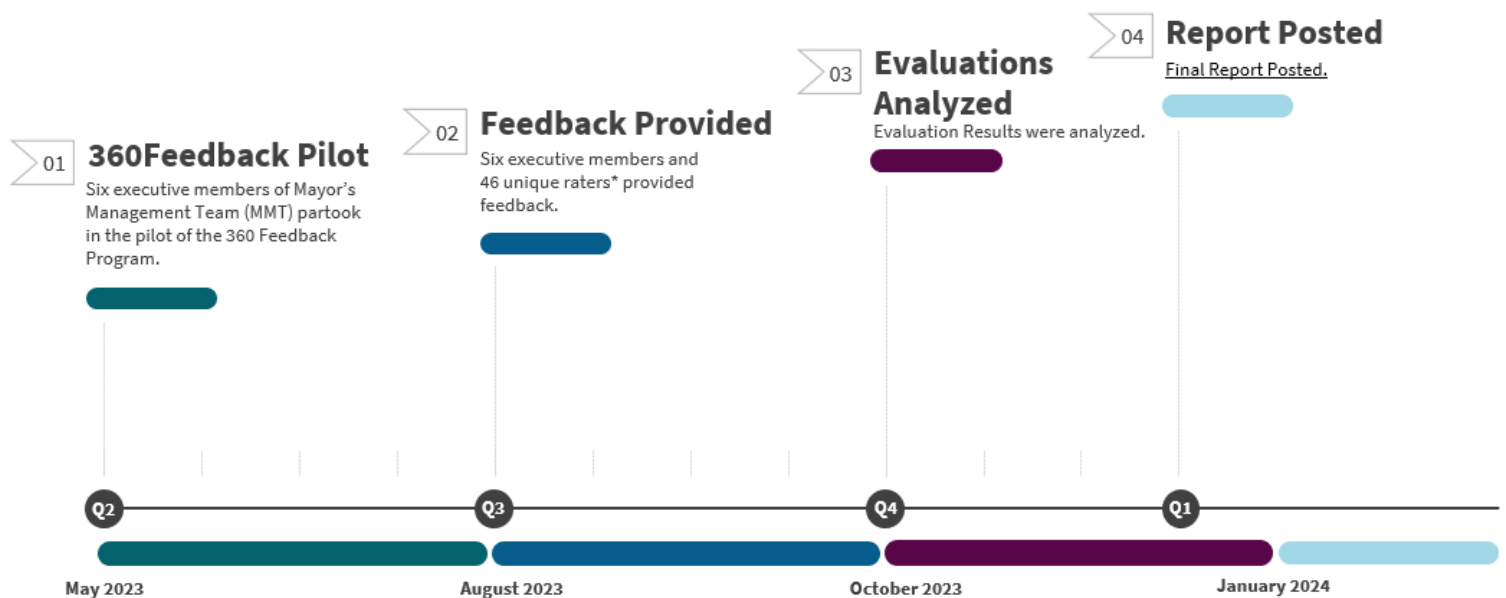
360Feedback Program – 2024 End of Year Summary

2023 Program Background:

In 2023, Human Resources- Organizational Development Unit piloted a transformative initiative to introduce a multi-source feedback tool. This marked a significant change from the organization's previous absence of 360- or other feedback tools. City HR contracted with a **STAR360** to develop a multi-rater feedback tool, commonly known as **360-feedback**. This tool facilitates continuous improvement in leadership behaviors through data-driven insights by helping participants in the following ways

1. Overcoming Cognitive Bias
2. Increasing Accuracy of Self-Awareness
3. Building a Culture of Feedback
4. Modeling Values-Based Leadership
5. Mitigating Executive Blind Spots

During the pilot in 2023, six executive members of the mayor’s management team (MMT) completed 360 Surveys. All 6 pilot participants and 46 unique raters* provided feedback on their experience, resulting in the [360Program Evaluation Results](#) (evaluation findings begin on page 5).



2024 Program Implementation:

The majority of 2024 had been dedicated to implementing recommendations 1 and 2, as outlined in the [360Program Evaluation Results](#) (recommendation begin on page 7).

03

FAQs & Timeline Developed

Developed a FAQs & Internal 360 Timeline that clearly outlined the process in its entirety.

These documents clearly defined roles, expectations, purpose, timelines, and built in follow-up to increase visibility throughout the 360 process.

August – October 2024

02

Questions Review & Feedback Gathered

Conducted a thorough review of the assessment questions to ensure relevance and applicability resulting in a 35% decrease in the number of questions. This aligns with STAR360s best practices.

Ensured the questions were aligned and reflective of the City's vision, mission, values, service promise, and leadership philosophy: Values-Based Leadership.

Engaged a cross-unit group of HR staff to clearly define a rating scale for accurate and consistent ratings for participants and raters.

04

Mayoral Feedback

Received & adopted Mayoral feedback on assessment questions and sent finalized questions to STAR360 for implementation.

01

Recommendations Review

Reviewed recommendations with STAR360 to assess feasibility of implementation.

Q2

Q2

Q3

Q3

May 2024

June 2024

August 2024

September 2024

03

FAQs & Timeline Developed

Developed a FAQs & Internal 360 Timeline that clearly outlined the process in its entirety.

These documents clearly defined roles, expectations, purpose, timelines, and built in follow-up to increase visibility throughout the 360 process.

August – October 2024

08

360s Continue

HR will continue to reach out to agency heads to encourage participation in the 360 process

07

MMT Members 360 Progress

Two MMT Members have completed 360 and an additional MMT members process has been initiated.

06

Updated 360Feedback Tool Launch

Launched the Updated 360 Feedback Tool to Mayor's Management Team (MMT)

05

STAR360 Customization

Partnered with STAR360 to customize all email communications sent through the STAR360 platform.

Piloted the updated tool with a cross-unit group of HR staff.

Addressed final tweaks.

Q4

Q4

Q1

Q2

September 2024

October 2024

December 2024

February 2025

March 2025 & Beyond

Looking for more details on the 360Feedback Program?

Reach out to OrganizationalDevelopment@cityofmadison.com to get in touch with our Leadership Development Specialist.