

# General Manager 360-Degree Evaluation Process

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## Overview

The 360-degree evaluation is an approach for assessing position performance utilizing robust and diverse input. It provides the general manager with feedback about his/her performance so that goals can be set for position operation improvement. This process allows for long-term career development. The feedback provides input for discussion with one's supervisor, board of directors, elected officials, etc. It illustrates the general manager's strengths and weaknesses.

The 360-evaluation feedback is a report of performance ratings from multiple sources such as subordinates, peers, supervisors, customers, and the incumbent. Enough raters from each source areas should be available to guarantee confidentiality with respect to the evaluation process. Since the raters come from diverse areas, they will be asked different types of questions related to the leader's position dimensions.

## Evaluation Process

The 360-evaluation process is generally a six-step process. The consultant is important for maintaining momentum and objectivity related to assessing position performance for senior organizational leaders. The process generally takes 60-90 days to complete and this timeframe is dependent on the number of individuals involved in the providing evaluation information. Each step is briefly described below.

**Step One: Establish Evaluation Elements.** The consultant along with the board of directors creates the general manager performance evaluation elements. The individual being evaluated develops an action plan for addressing the evaluation elements. Agreement must exist between the board of directors and the general manager regarding the action plan and key performance elements.

**Step Two: Prepare the Evaluation Instruments and Plan.** The board of directors and the general manager discuss and agree on a plan for gathering data, usually with surveys and in-person interviews. The general manager can suggest potential assessment participants. The consultant along with the board of directors will make the final decision on who to include in the evaluation process.

**Step Three: Evaluation Data Collection.** The general manager completes a self-evaluation given by the consultant. This self-evaluation should describe the extent the general manager believes he has met the goals and objectives agreed upon in the action plan. In addition, the self-evaluation can be a vehicle for bringing forward issues the general manager would like to discuss.

The consultant puts the 360-evaluation into action by conducting surveys and interviews. A set of questions will be asked of each assessment participant based on information gleaned in discussions between the consultant and the board of directors as well as discussions between the consultant and the general manager. These questions will encompass important elements of the position and the priorities the board of directors and general manager agreed are important.

A combination of face-to-face interviewing and individual questionnaire completion through regular mail or electronic mail is used to facilitate data gathering. The consultant is responsible for all information collection and the maintenance of confidentiality.

**Step Four: Analyze Evaluation Data and Create Report.** The consultant gathers all the information and provides a systematic analysis of position performance elements. A written report is prepared based on quantitative and qualitative information. Recommendations with respect to the general manager's performance are provided for board of director consideration.

**Step Five: Present Report and Recommendations.** The board of directors, consultant, and the general manager meet and consider all important points of the performance evaluation. The evaluation is prepared to provide confidentiality for all of the individuals who provided assessment information. The general manager is asked to review and consider the performance evaluation and a follow-up meeting is set.

**Step Six: Finalize Report and Make Employment Decision.** The board of directors and consultant meet with the general manager and finalize the evaluation. If the general manager is retained, a new action plan is established with goal and timelines. The action is signed by the general manager and board chair.