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360 Appraisal for Project Staff

Project management appraisal
by a project management company

“The most successful project managers have perfected the skill of being comfortable being uncomfortable”

360 Appraisal for Project Staff

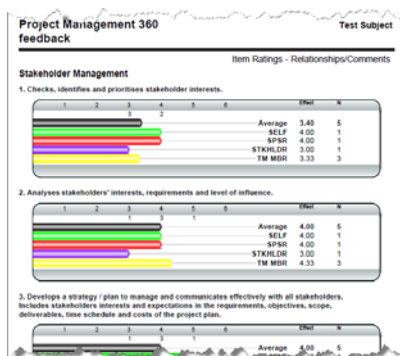
Just how good are your project managers? How aware are they of the value they bring to the company? Do they know what you or others feel about their skills and approach to project management?

Many project managers complain they receive little or no feedback about their performance. The problem for any company is that this key group of people can add real value to the business if managed effectively. This management includes receiving effective feedback about their performance and development needs.

Project Agency has developed a 360 system aimed at any members of staff in the project and programme management world. It gives an individual feedback about their performance which can be used to inform company development plans alongside personal plans. The beauty of the process is its simplicity, speed and practical application.

1. **Simplicity:** you use what you already have, maybe a job description or some competences to create a series of questions. You select people to rate the individual being assessed. They complete a questionnaire and our system collates and produces a detailed questionnaire for the person being assessed
2. **Speed:** the whole process is very quick. It is scored, aggregated and we arrange one to one interviews with the person being rated. All can be done within the timetable you set
3. **Practical:** the end result is that each person in the target group being assessed will receive a personal and confidential report showing the results of the 360 process. They will have one to one coaching sessions focussing on them, their feelings about the feedback which will be used in the creation of a development plan for that individual.

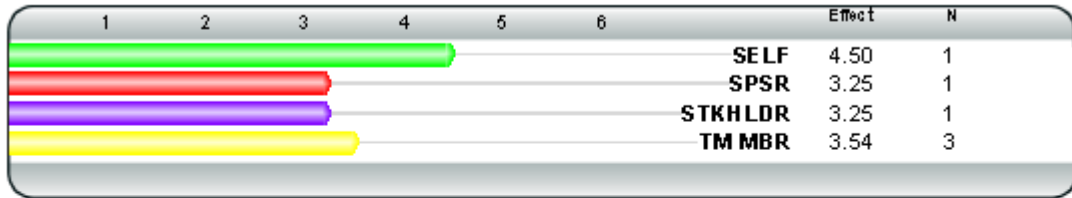
What the 360 degree report looks like



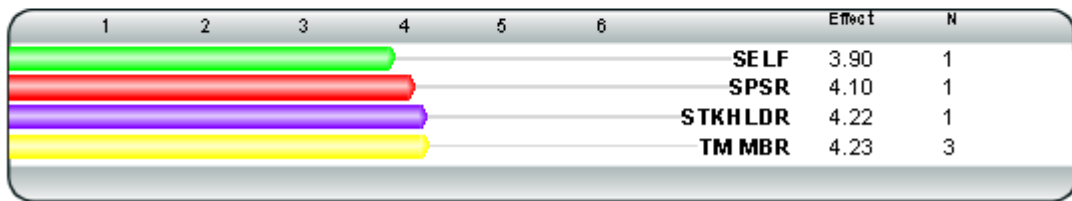
Each person being rated will receive a confidential report. But what does it look like? This document shows you some typical screen shots from a 360 report. What is shown on the next page is a guide only as reports for your project could be different or similar!

This screen shot shows the responses to questions based on stakeholder management alongside project success & benefits management. The scores show how the individual scored themselves compared to the sponsor, some stakeholders and team members. N = the number of people who scored the individual. (Note; the way the results are shown can be changed to suit your requirements)

Stakeholder Management



Project Success and Benefits Management



Alongside rating an individual, people are encouraged to give specific comments on the areas being measured. Below you will see a screen shot of some comments received by one individual:

Below are some comments from raters on the person being rated. They are always reproduced exactly as written on the questionnaire

9. Please add written comments to support the ratings above for this section under the headings below. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

Specific STRENGTHS: - What should they keep doing?

- Self: I feel I am really good at getting stake holders on board.
- Developing strategies- very good
- Good at analysis
- I know we have spent a long time looking at stake holder interests etc however I am not sure the plans drawn up have been actioned as effectively as they should have been. The team have raised this with you on a couple of occasions
- Very adept at putting plans together
- Very enthusiastic as it is 1st project

Specific LIMITATIONS: - What should they stop doing?

- Getting involved with project process and remember that people deliver projects and receive them
- Getting too involved in detail - that's what we the project team should be doing
- Ignoring the plans

The person being rated can also see those items that are the highest rated by raters

Highest Rated Items

32. Is aware of the internal (i.e. project changes) and external (legislative, market forces) factors that can impact the business case.

(Developing and evaluating the Business Case)



31. Writes the business case on behalf of the sponsor according to the agreed standards and accounting norms.

(Developing and evaluating the Business Case)

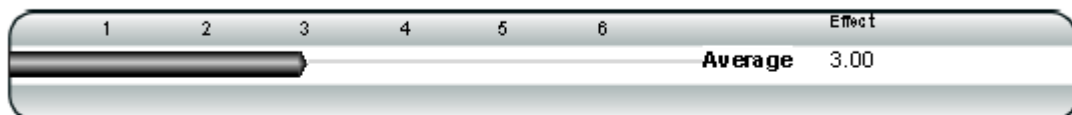


They can also see those items that are the lowest rated scores

Lowest-Rated Items / Areas for Development

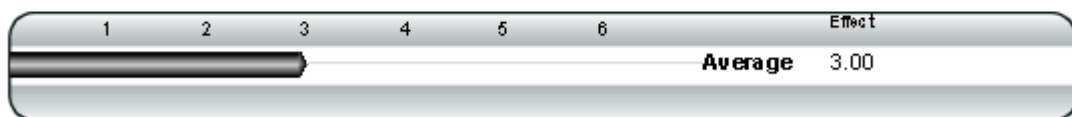
5. Communicates to stakeholders which of their requirements will be fulfilled or not fulfilled by the project.

(Stakeholder Management)



8. Gains the commitment of all stakeholders including the most challenging.

(Stakeholder Management)



4. Implements and monitors the effectiveness of the stakeholder management plan.

(Stakeholder Management)

Once the person has seen the report they are invited to reflect on it by putting some comments onto an INITIAL OBSERVATION document:

360 Degree Feedback report - INITIAL OBSERVATIONS

Name.....Date.....

My first thoughts and feelings having read the report are:

The feedback I'm pleased to see includes:

Areas that concern me and we need to think more about are:

Issues that the Board needs to follow up and/or get more feedback on includes:

This is where the individual puts their comments prior to a one to one meeting to discuss the 360 feedback. It helps inform the discussion.

Some comments about the 360 report

1. The report is based purely on the feedback given by individuals rating the subject
2. No interpretation is given - it is a factual report
3. The length of the report is based on the number of questions
4. The report is based on the competencies/areas being measured
5. The subject being reviewed is the ONLY person who sees the report plus the one to one interviewer
6. Another report can be produced some 6 or 12 months later (or at agreed times) to check whether behaviours have changed or new skills developed
7. The subject being reviewed normally has two one to one sessions about a month apart. Each session (about an hour and a half) is based on the report and a person's thinking on what to do about the data in the report

Call us on 020 8446 7766 to discuss your needs.

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