

MULTI-RATER FEEDBACK - IN PROMOTING AND STIMULATING AN INSTITUTION OR ORGANISATION EMPLOYEES

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Rezumat

In order to improve the performance of employees of an institution, regardless of its profile method is applicable 360° Feedback. This is one of the most modern and current performance appraisal methods and motivating them to get professional results set. This is a system or process by which employees are aware of an anonymous feedback from some stakeholders of the organization.

The method shows a high degree of objectivity and requires the acquisition of various assessments from a large number of assessors, both within the institution and outside it. By applying the method 360 may pursue the evaluation of any type of objective pursued by performance management is applied in particular to the improvement and development of employees an organization. The purpose of this article is to highlight the role, importance and advantages of this method can be successfully applied.

Cuvinte cheie: 360° feedback, performance improvement, motivation, human resources

Clasificare JEL : O1 - Economic Development

1.Introduction

“The concept of 360 degree feedback makes a lot of sense and, if used well, should have a great deal to offer. It seems to suit the move towards the less hierarchical, more flexibly-structured and knowledgebased organisations of the future” Professor Clive Fletcher, Goldsmiths College, University of London. [12]

In human resources or industrial psychology, 360-degree feedback, also known as multi-rater feedback, multi source feedback, or multi source assessment, is feedback that comes from members of an employee's immediate work circle. Most often, 360-degree feedback will include direct feedback from an employee's subordinates, peers (colleagues), and supervisor(s), as well as a self-evaluation. It can also include, in some cases, feedback from external sources, such as customers and suppliers or other interested stakeholders. It may be contrasted with "upward feedback," where managers are given feedback only by their direct reports, or a "traditional performance appraisal," where the employees are most often reviewed only by their managers. [11]

360 Feedback is a relatively new and modern concept which many multinational organizations are using it with significant results. 360 assessment gives an overview on the performance of the employee's professional, and the employee's ability to relate to others, to communicate effectively.[8]

Feedback is some crucial communication process and was invented in 1919 by electrical engineers from howling, which, according to researchers who used electronic amplifiers found that bringing a portion of the output signal back entrance , big gain. These issues we find in the book "A History of Control Engineering" written by Stuart Bennett.

Over time, the concept of feedback has been adopted and the educational significance "information communicated to the student intended to change thinking and behavior in order to improve the learning process" Within an organization or institution feedback is one of the main pillars expected performances.

The literature "360 evaluation" is known as 360° Feedback or multi-rater feedback. It is a relatively new concept due to the high degree of objectivity start to be implemented increasingly more.

360° feedback defined by Ward (1997) as "a systematic collection performance data on an individual or group of individuals, derived from feedback obtained from stakeholders of the organization.[8]



Rating 360 can be successfully implemented in organizations open with a modern managerial and flexible in communication and information flows are well organized, as these types of companies allow direct examination not only of the individual, analyzed separately, and the interactions between employees of the stations on the same hierarchical level or on different hierarchical levels. Also, this method allows to identify how employees interact with people outside the organization such as students or employees. 360 assessment gives an overview on the performance of the employee's professional, and the employee's ability to relate to others, to communicate effectively.[8]

2. Paper body

2.1. Feedback method 360 or evaluation by multiple sources

Performance evaluation method Feedback 360 is one of the most modern and relevant methods for evaluating the employees of an organization that could be implemented successfully in any institution, in order to improve employee performance and motivate in order to obtain professional successes desired or expected. 360 feedback assessment comes from a system of evaluators consisting of subordinates, people on the same post with the employee evaluated or the same hierarchical level, line managers and supervisors, as well as prospective customers.

Data are usually completed forms containing a large number of endpoints, but the assessment may also be based on 360 interviews rating organization. Preliminary feedback can be initiated by members of a project team or department or with a team leader. Perhaps also in the first phase assessments take the form of 180° when offered the manager's subordinates directly. The evaluation result can be presented directly to people assessed or their managers, or both simultaneously. Human resources counseling after obtaining the evaluation results can be achieved by a member of the human resources department or by an external consultant.[8]

The diagram below gives an overview of the critical stages in managing a 360 degree process and the rest of the guidelines provide more detail under each of the headings. [12]



Source: <https://ptc.bps.org.uk/sites/ptc.bps.org.uk/files/Documents/Guidelines%20and%20Information/360%20degree%20feedback%20best%20practice%20guidelines.pdf> 360 CHECKLIST [12]

	Establishing the purpose ➤ Does the organisational culture support the introduction of 360 degree feedback? ➤ Are the purpose and objectives clear?
	Establishing the process ➤ Is there senior management commitment? ➤ Have those taking part been involved at the planning stage? ➤ Has a clear process for identifying the raters been agreed? ➤ Does the questionnaire relate to job performance and describe relevant behaviours? ➤ Is it a reliable and valid instrument ➤ Is the feedback presented in a useful and sensitive way?
	Establishing resources ➤ Have the resources for subsequent development been considered at the planning stage and is there an appropriate balance between the resources devoted to development and those to implementing the 360 degree feedback? ➤ Where computers are being used, has the security of the system been considered?
	➤ Is the questionnaire meeting its purpose? ➤ If it has not been used before, is it reliable and valid? ➤ Are the resource estimates for the rollout realistic?
	➤ Is there clear communication to all involved? ➤ Is there a clear owner responsible for administering the process? ➤ Is there a “helpline” or clear point of contact? ➤ Are the deadlines clear and who monitors whether they are being met? ➤ How are the raters being briefed? ➤ Have those giving the feedback been trained in the relevant skills?
	➤ Will the feedback be communicated face-to-face? ➤ Is there appropriate support for those receiving the feedback? ➤ Has appropriate and sensitive timing been considered as part of the process?
	➤ Has the review process been considered at the planning stage? ➤ Has the 360 degree feedback met its purpose? ➤ Has it resulted in improvement in performance?

Source: <https://ptc.bps.org.uk/sites/ptc.bps.org.uk/files/Documents/Guidelines%20and%20Information/360%20degree%20feedback%20best%20practice%20guidelines.pdf>

Situations where the method can be used 360° Feedback: [8]

- open can be implemented in organizations with a modern and flexible management system, the communication and information flows are well organized;
- allows to identify how employees interact with people outside the organization, such as students, graduate students at a university;
- can only succeed if there is trust and high ethical standards within the organization, and especially between the firm's human resources. This is the main reason for opening the organization is absolutely essential to apply such a system of evaluation;
- is directed specifically to identify training and development needs of the employees of an organization.
- has the advantage, firstly, identifying training and development needs of the employee organization. This is why the skilled recommended to use other methods of performance evaluation in addition 360° feedback for the establishment of awards schemes for achieving fair and organizational career plans.

In order to obtain relevant information through 360° feedback, a number of factors that organizations should consider (Hunt, 2005):

- ensure direct involvement of staff for the evaluation system;
- to propose a system relatively easy to learn and use;
- to offer all staff the opportunity to learn the ways of assessment;
- to implement a system of direct communication with the employees involved in the assessment;
- carry out an initial assessment test and provide feedback from it;
- ensure the confidentiality of information;
- to closely monitor the conduct of the evaluation process.

Develop and implement 360° Feedback

In developing and implementing 360° feedback method it is necessary to fulfill the following:

- defining performance evaluation objectives - stated aims was planned and evaluators to specify that method 360 aimed at identifying staff development needs and not necessarily promoting or providing financial benefits.

- the establishment evaluated and those people will receive the evaluation results.
- choice of work or behavioral areas on which the assessment focuses - these issues are directly related to a competency model or take the form of a list which will include the main areas of development pursued.
- determination of participants rating - the manager of the person assessed in the working team members, other coworkers from other departments, external persons, depending on each position. Also in this stage must decide whether human resources department staff or even external consultants will help managers to obtain and use feedback obtained.
- choice of methods of data collection - the evaluators use questionnaires that can be completed internally by skilled human resources department or may be involved external consultants experienced in realizing such performance evaluation forms. Lately appeared a number of software which enables users to draw online evaluation forms, very easy to use and which may also provide a summary of the evaluators.
- planning and implementing the program in its original form - it is recommended that the program be piloted by senior management of the institution or a department. Pilot scheme should provide concrete information of persons involved in connection with 360° assessment purposes, how it will operate and the role that each participant will have the assessment. The aim is to highlight the benefits derived from feedback.
- use initial reactions of the participants in the assessment.
- planning and implementing the program in final form - this should include objectives, communication, training and support team HR department and, when possible and to consult an external specialist.
- monitoring and evaluation - 360° evaluation is a process that can cause anxiety and stress and therefore employees must be monitored continuously to produce positive results and to provide relevant information.

To insure continuous evaluation process and to be useful to the evaluators and the evaluated persons, there are forms of assessment are met: the main activities, responsibilities and tasks performed, individual and organizational objectives, assessment of their activities by the person assessed (self) , timelines for assessment and face to face discussions between people who evaluate and evaluated.

The evaluation reports contain both assessments punctual certain indicators or criteria and descriptive elements to convey as faithfully performance and potential of the assessed, and to give an overview of the individual considered necessary hierarchy of value to employees by assessors.

No matter what are termed group, summarizes the indicators used quantum and professional competence, skills valued by the company or employees' personality traits assessed. On that basis, assessing the potential of an employee at a time, resulting from the manner in which these qualities are valued in professional and materialized in performance undertake tasks or objectives.

Performance in professional competence, personality traits or potential overall measurement scales are judged by the same or, as appropriate, different but interrelated. Findings or general conclusion derived from the analysis of all evaluated characteristics of each employee in comparison with those of other employees with the same length or fulfilling a similar function, thereby achieving an overall picture of employee performance and potential evaluated.

The advantages of using 360° feedback method and the impact on employee motivation

This valuation method has some special advantages, for which a large number of organizations around the world, trying to implement such a system evaluation. These counting:

Provide persons involved in the evaluation process a wider vision of how they are perceived within the organization;

Specific identification of the skills and competences of employees and its shortcomings.

Helps senior management awareness of their training and development needs and performances today.

Encourage open feedback, affirmation of professional development needs and identification of critical points evoluțieipe a job.

Can lead to identifying individual development needs, various departments or organizational level.

Brings into question the organization's key strengths and competitive advantages previously unidentified.

Brought into the organization of a system of training, professional development and organizational culture based on trust.

3. Conclusions

360 ° feedback method can be an instrument to guide professional performance mangement employees, no matter where they work. Management organization should be guided towards the employees work leading to goals and objectives, providing a reasonable degree of autonomy and opportunities to fruition own skills and competencies. Also, the HR may issue a series of recommendations on defining positions to take account of factors influence the motivation to work and allowing for peer stations as variety, the responsibility for decision making and as much power control in place to work.

Motivation at work is amplified by a driving style that sets the direction for action, encourages and stimulates the desire for achievement and supports its employees in their efforts to achieve their goals and improve overall

performance. HR specialists designing regulatory frameworks of competence that focus on leadership qualities and behaviors expected of managers and leaders teams.

Everyone wants a more or less have a career, to develop personally in the work. HR Function provides facilities and learning through means like personal development planning processes, as well as more formal training bill. It also has an important role in creating a culture that supports the processes of promotion and reward employees. [8]

One of the more important ways that employees can develop is to receive rating of their performance from their co-workers-bosses, peers, subordinates and others. Known as 360 degrees feedback, this activity is now widely used by human resources professionals and in leadership development programs. [13]

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