

# Chapter 7—Memos and E-mail

## MEMORANDUM

DATE: May 31, 2004  
TO: Unit Managers  
FROM: Elizabeth Scott, Human Resources Manager  
SUBJECT: 360-Degree Feedback Proposal

Following last year's employee performance evaluations, some managers found that M&K's current appraisal processes were outdated and incomplete. Please read carefully the background and rationale for a proposed "360-degree feedback" system. We hope to implement this system when employee evaluations begin again next November. Bring any questions to the Human Resources monthly meeting on June 9.

### BACKGROUND

In February's follow-up to the 2002 performance evaluations, many of you expressed a concern that you did not always have a complete picture of your staff's performance. You gave many compelling reasons why job performance was not always properly assessed: busy schedules, the high turnover rate in some units, and employees working at client sites. Some units were combined under more than one manager late last year, so many of you did not have enough time with the employees to evaluate them fairly.

Since last February, I have researched some new methods of evaluation that would address many of the issues you raised. One method in particular deals with most of the above problems: the "360-degree feedback." This system will help you evaluate both new and current employees by using better information from more sources.

### 360-DEGREE FEEDBACK

About 12 percent of leading North American companies use the 360-degree feedback system. This method gathers performance feedback from everyone with whom an employee has contact such as peers, managers, and customers. Results from other firms indicate that this system assesses performance more accurately, and provides employees with a greater sense of participation in the evaluation process.

Getting feedback from others in the organization fits well into M&K's cross-functional team structure. Employees who work together on a daily basis are often in the best position to evaluate their peers. Managers who come in contact with employees outside their department can also contribute to the evaluation.

The 360-degree feedback system also addresses the problem of an unfavorable review by an employee who may feel negative towards the employee under evaluation. Such a review will be easily isolated among the more balanced views of other managers and peers.

We can also include a client satisfaction rating to evaluate employees who work off-site. As an added benefit, direct customer input will identify areas for improvement in customer relations, and will show our clients that we value their input.

## **CONCLUSION**

Human Resources needs your views on the proposed 360-degree feedback model and how it can be implemented. We need to determine who should be consulted in the evaluation process, how many should participate, and when should the evaluation process start. We feel that the 360-degree system will not take any more time than the current evaluation process, but we believe the new system will make your performance evaluation processes more fair and effective.

I look forward to discussing this with you at our June 9 meeting.

Copy: Jacques Martin

## **Sample 7-2**

M&K Memo Using ABC Format