

360 Feedback Program

End of Year Summary



Program Background (2023 – 2024)

In 2023, Human Resources- Organizational Development Unit piloted a transformative initiative to introduce a multi-rater feedback tool, commonly known as 360- feedback. This marked a significant change from the organization's previous absence of 360. 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).

2023 also marked the launch of the Executive Team Development Program (EXTD); which is designed to increase an agency's executive team's effectiveness in the areas of change, execution of strategy, and overall leadership. Participation in EXTD also includes commitment to take part in the 360Feedback Program. This two-pronged approach was established to scaffold 360s throughout the organization beyond MMT and to supervisors and managers.

2024 was dedicated to implementing recommendations (recommendations begin on page 7) which resulted in the development of an updated process. This was introduced in the [2024 end of year 360Feedback Program Summary](#).

2025 and Beyond

Since implementing the new process, from January 2025 to December 2025 the following seven (7) agencies have participated in the 360 Feedback Program.

1. Attorney's Office (n=1)
2. Department of Planning, Community & Economic Development (=1)
3. Human Resources (n=6), 2024 EXTD Program Participant
4. Public Health (n=1)
5. Parks (n=9), 2023 EXTD Program Participant
6. Streets (n=1)
7. Traffic Engineering (n=13), 2024 EXTD Program Participant

Across all seven (7) agencies listed above, a total of 32 leaders participated in the 360 Feedback Program falling within the following leadership categories:

1. Executive (n=6)
2. Supervisor/Manager (n=24)
3. Individual Contributor (n=2)

Across the 32 leaders who participated in the 360 Feedback Program, a total of 92 people provided feedback on their experience as raters¹. The results are as follows:

- **97%** of respondents were **satisfied with their experience as a rater** in the 360-feedback process.
- **96%** of respondents reported they **felt confidentiality was maintained well** during the 360-feedback process.

- **95%** of respondents reported they **would participate as a rater again in the future.**
- **92%** of respondents reported they **felt comfortable providing feedback** to their peer or leader

Throughout the course of 2025, the following agencies (Directors and/or Agency Management Teams) are slotted to complete the 360 Feedback Program:

- Civil Rights
- Community Development Authority
- Metro
- Information Technology
- Library
- Parking
- Finance
- Building Inspection

Learn More about the 360 Feedback Program

Connect with our Leadership Development Specialist, at OrganizationalDevelopment@cityofmadison.com to learn more or get involved.