

2003 NASCIO Recognition Awards

**NOMINATION FORM**

**Title of Nomination:** 360-Degree Evaluation System

**Project/System Manager:** Keith Brayman

**Job Title:** Manager, BSE - Professionalism and Business Support

**Agency:** Florida Department of Law Enforcement

**Department:** Office of Information Resource Management

**Address:** PO Box 1489

**City:** Tallahassee

**State:** Florida

**Zip:** 32302

**Phone:** 850-410-8427

**Fax:** 850-410-8514

**Email:** [keithbrayman@fdle.state.fl.us](mailto:keithbrayman@fdle.state.fl.us)

***Category for judging: 1 – Accessibility and Participation***

**Person nominating  
(if different than above):** Jennifer Faul

**Job Title:** Awards Coordinator

**Address:** 4030 Esplanade Way

**City:** Tallahassee

**State:** Florida

**Zip:** 32399

**Phone:** 850-410-0853

**Fax:** 850-922-5162

**Email:** [jennifer.faul@myflorida.com](mailto:jennifer.faul@myflorida.com)

**ONE-PAGE EXECUTIVE SUMMARY**

As was common practice in many state agencies for years, the Florida Department of Law Enforcement utilized a paper based system to evaluate its employees (referred to internally as members). This process required the supervisor to use a standardized form to rate and provide comments on the individual's performance over the previous year. Signatures of the member, the supervisor, and the manager were then required, and the form eventually made its way to the employee's file in the personnel office.

To facilitate the evaluation process, and to make it easier on all persons involved, the Department developed a web based 360-Degree Evaluation System. This automated, statewide system consists of:

- The Member Work Plan System. This system enables the supervisor to electronically record the expectations for each member. These expectations are then viewed and accepted on-line by the member. Evaluations of actual accomplishments against these expectations are also performed electronically, thus eliminating all paper from the evaluation process.
- The Leadership Review System - This system is an application that enables members to provide anonymous comments and ratings of their supervisors. In this application, the supervisor identifies the individuals he or she supervises. These members then receive an e-mail notification that they have been selected to perform a leadership review. In this e-mail is a link to the application's web site, where the member rates the supervisor on twelve leadership dimensions, including such topics as Risk Taker, Effective Communicator, and Team Builder.
- The Peer Review System - As a final part of a complete 360-degree evaluation system, the Department developed yet another web-based application which enables the members to rate and give comments on their peers in eight dimensions such as Positive Attitude, Work Motivation, and Dependability. Peer review groups consist of all members of a specific unit as well as additional peers nominated by the member and approved by the supervisor. This allows members to be evaluated by the people they work with the most - even if they are outside their immediate work unit.

In summary, the Department developed a complete 360-Degree Evaluation System, comprised of three web-based applications, all of which are paperless in their implementation. The Member Work Plan System automates the standard supervisor-to-employee evaluation; the Leadership Review application enables the employee to rate his or her supervisor; and the Peer Review system provides the employee with the ability to provide input to his or her coworkers on how they are performing their duties.

**Written Justification**

**a) Description of project, including length of time in operation.**

As was common practice in many state agencies for years, the Florida Department of Law Enforcement utilized a paper based system to evaluate its employees (referred to internally as members). This process required the supervisor to use a standardized form to rate and provide comments on the individual's performance over the previous year. Signatures of the member, the supervisor, and the manager were then required, and the form eventually made its way to the employee's file in the personnel office.

To facilitate the evaluation process, and to make it easier on all persons involved, the department developed the web-based Member Work Plan System. This system enables to supervisor to electronically record the expectations for each member. These expectations are then viewed and accepted on-line by the member. Evaluations of actual accomplishments against these expectations are also done electronically, thus eliminating all paper from the evaluation process. In addition, all managers in the member's chain of command have the ability to view their work plan, their expectations, and all evaluations and comments entered by the supervisor.

There are two primary benefits derived from this supervisor-to-member evaluation system. First, the member has a clear understanding of what is expected of him or her, and in many cases, what level of performance must be met to achieve expectations, as well as what it takes to exceed. Second, the Member Work Plan System permits the supervisor to perform quarterly evaluations, which provides the member with more frequent input on level of performance, and reduces the need to remediate a person's job performance.

The next effort taken on in the area of staff evaluations was the creation of an application which would enable members to provide anonymous comments and ratings on their supervisors. The Leadership Review application was created by internal staff, and was written to be a paperless application, using web-based technologies to implement the desired functionality.

In this application, the supervisor identifies the individuals he or she supervise. These members then receive an e-mail notification that they have been selected to perform a leadership review. In this e-mail is a link to the application's web site, where the members rate their supervisor on twelve leadership dimensions, including such topics as Risk Taker, Effective Communicator, and Team Builder.

All reviews are then reviewed by the supervisor's chain of command, and comments are shared with the individual in an effort to make him or her more effective leaders.

As a final part of a complete 360-degree evaluation system, the department developed yet another web-based application which enables the members to rate and give comments on their peers in eight dimensions such as Positive Attitude, Work Motivation, and Dependability. Initial peer review groups are determined to be all members reporting to the

## 2003 NASCIO Recognition Awards

same supervisor. After creation of the initial peer review group, the supervisor is able to add additional persons to an individual's peer group. This was done to allow members to be evaluated by the people that they interact with the most - even persons working in other functional areas, or for whom they are providing a service.

After all peer reviews have been completed, the scores are totaled and averaged, and the supervisor is able to run a report showing the member's scores, and all comments submitted by peers. Combined with the supervisor's rating in the Member Work Plan System, these scores and comments are then used to identify the true high performing members to the department. These members are then eligible for an annual monetary award.

In summary, the department now has a complete 360-Degree Evaluation System, comprised of three web-based applications, all of which are paperless in their implementation. The Member Work Plan System automates the standard supervisor-to-employee evaluation; the Leadership Review application enables the employee to rate his or her supervisor; and the Peer Review system provides the employee with the ability to provide input to co-workers on how they are performing their duties.

These applications greatly enhanced the ability of internal staff to evaluate each other, and to learn areas where improvement is needed.

As beneficial as these applications are to the Department of Law Enforcement, they were also provided to four other State of Florida agencies, including the State Technology Office that provides technical support and guidance to all state agencies.

### **b) Significance to the improvement of the operation of government.**

These systems simplified massive and convoluted survey processes through automation.

In the case of the Peer Review application, the system allows peers to be named and notified and to respond anonymously; it computes appropriate scores and provides employee reports to the supervisor.

In 2002, there were 17,617 instances of member notification with 9,125 completed (51.8% - a very good return rate). To complete this process manually would require extensive member work effort and printing/ mailing costs of \$36,889 per year - This system has eliminated these recurring costs to the state.

FDLE has also made this system available to any other interested state agencies.

### **c) Benefits realized by service recipients, taxpayers, agency or state.**

FDLE implemented a legislatively mandated process in an efficient, effective, and automated way - saving the state almost \$37,000 per year.

In addition, this system has been made available to any other state agency that requests it.

**2003 NASCIO Recognition Awards**

**d) Return on investment, short-term/long-term payback (include summary calculations).  
Projects must exhibit measurable operational benefit.**

FDLE estimates that approximately \$36,889 per year is saved by eliminating the workload, printing and mailing associated with a manual peer review process.

**Brief Narrative on Hardware and Software**

All three of the above mentioned applications were written by internal staff using existing hardware and software resources. The applications were written using Active Server Pages (ASP), running against Microsoft SQL Server databases. All software and databases run on Intel based server class machines utilizing Microsoft NT Server operating systems, and Microsoft IIS web server software.