



Multnomah Leadership 360 Project Proposal

Led by CHR (Learning & Development)
in Collaboration with ODE

Context & Board Direction

Key Drivers

- Equity Audit identified gaps
- Strategic Plan requires stronger managers
- BCC directed system-level approaches

Managers Shape

- Employee experience
- Equity outcomes
- Retention

Focus: Building leadership capacity, not evaluating for discipline

Current 360 Review Status

There are currently **three departments** either fully engaged with or rolling out the existing 360 review survey tool.



Limited Structured Feedback

Limited structured feedback for managers



Inconsistent Development

Inconsistent leadership development across departments



Unsafe Employee Voice

Employee voice not always safely captured



Misuse Risk

Risk of ad hoc tools being misused or "weaponized"

Impacts of Current 360 Review Processes



Weaker Talent Pipeline

Difficulty in identifying and developing future leaders due to lack of consistent feedback.



Reduced Trust & Safety

Employees feel unsafe providing honest feedback, leading to disengagement and lower morale.



Missed Equity & Performance

Failure to address systemic barriers and improve overall organizational effectiveness.

360 Review Must be a Development Tool



Comprehensive & Confidential

Confidential, anonymous, competency-based feedback from supervisors, peers, and direct reports.



Paired with Self-Assessment

Paired with manager self-assessment, similar to Leadership Practices Inventory 360.



For Development Only

Results used **only** for professional development planning.

Program Objective: What Success Looks Like



Low-cost,
sustainable
manager
development tool



Stronger
leadership
competencies
countywide



Increased
psychological
safety and
employee trust



Improved
operational
effectiveness
and resilience

Recommended Model

One Countywide Framework + Department Customization



Single standardized ML360 Review Survey Tool

Departments choose:



Existing 360
Review Survey
(no modifications)

Ready-to-use standard survey.



360 Review Survey with
additional questions tailored
to department needs

Tailored content for specific needs.

Recommended Model

Implementation Framework



Develop an implementation workgroup with cross-departmental representatives to develop strategies:

Resources, Roles & Responsibilities

- Investment in replicating the LPI 360 structure:
 - **Internal Coaching:** All 1-on-1 feedback sessions should be conducted by trained internal facilitators and coaches.
- Implementation workgroup will determine the most suitable roles for:
 - Reviewer selection
 - Administration (e.g., ERU)
 - Report generation (e.g., ERU)
 - Learning and development planning
 - Findings review with manager



Proposed Phased Roll Out

Phase	Timeline	Key Activities	Strategic Rationale
Program Development	Apr - Jun 2026	Define metrics for success. Form the 360 Review Implementation Workgroup Finalize competencies and trainings. Establish policies on confidentiality and data ownership (participant owns data).	Tie the initiative to the county mission, vision, values, and strategic plan. Increase buy-in and prevent project from failing if a single champion leaves. Ensure the tool is valid and practical.
Executive Pilot	Jul - Oct 2026	Pilot 360° with Board, executive leaders, department directors and deputy directors. Refine 360° workflow and policies for full rollout.	Signals strong executive support. Refines the process before a full rollout. Culminates after the Executive Learning Series ends June 2026.
Communications	Nov - Dec 2026	Develop and launch communications plan for full rollout.	Proactive and clear communication prevents misinformation, builds trust, and ensures participants and reviewers understand their roles and the process's integrity.
Phased Rollout	Jan -Dec 2027	Launch 360° in phases, by departments and/or manager levels (senior and new).	Departments are at different stages of rollout. This allows for it to gradually merge into one process eventually. Phased rollout also allows time for refinement with each department rollout.
Sustainment	Jul 2028 +	Review and improve 360° for sustainability. Conduct every 24 months - opposite of the Countywide Employee Survey.	Ensures investment translates into tangible behavioral change and long-term impact including advancing County Strategic Plan.

Phase	Central Administrator CHR, ERU	Change Communicator Dept HR, equity, L&D	Participants Manager, manager's supervisor, reviewers
Orientation	CHR trains managers on receiving, giving, and coaching with feedback.	Host info sessions on dept's 360° format (survey).	Manager attends info session and training.
Reviewer Selection	ERU enters reviewer emails for 360° invites.	Available to assist managers and direct supervisors.	Manager and direct supervisor identify 7-10 reviewers (supervisor, direct reports, peers).
Administration	Per department choice, ERU sends links to surveys (hosted by CHR). CHR trains reviewers on giving feedback.	Encourage reviewers to give feedback.	Manager completes self-assessment. Reviewers give feedback.
Report	ERU aggregates data and produces anonymous reports for managers.	Available to assist managers and direct supervisors.	Manager and direct supervisor review reports for strengths and growth areas.
Development Planning	CHR administers PPR.	Reinforce cultures of feedback and mutual support.	Manager and direct supervisor produce PPR goals and development plans. Manager shares plans with their teams.
Learning & Development	CHR provides professional development (eg, training, coaching, communities of practice).	Provides professional development (eg, training, peer coaching, and stretch assignments).	Manager engages in ongoing learning. Manager's supervisor checks in periodically on development.