

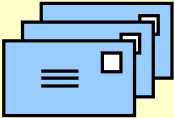
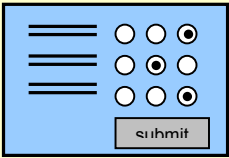
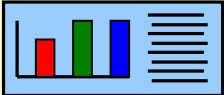


Overview of the 360 degree feedback process online

<p>Step 1 – design the questionnaire</p> 	<p>Design the 360-degree questionnaire:</p> <ul style="list-style-type: none"> • Use one of our surveys • Use your own survey • Choose questions from our library to create a survey.
<p>Step 2 – identify participants</p> 	<p>Identify participants in the 360 feedback process. Raters for each participant can be:</p> <ul style="list-style-type: none"> • Nominated by the business • Selected by the participants • Nominated by participants and approved by their manager
<p>Step 3 – decide on observers for each participant</p> <p>manager _____</p> <p>peers _____</p> <p>staff _____</p>	<p>For each participant there should be a minimum number of observers:</p> <ul style="list-style-type: none"> ◆ At least 1 manager ◆ At least 3 peers (*) ◆ At least 3 staff (*) ◆ At least 3 “Other Observers” (*) <p>An email to participants initiates the feedback process. (*) numbers needed to protect confidentiality of raters</p>
<p>Step 4 – Invite feedback</p> 	<p>Invitations for feedback will be sent by the software system via email. Participants will receive an email from with a URL that (1) requires them to select their raters (if this option has been used) and (2) invites them to score themselves on the questionnaire. Raters receive a link to the survey via email.</p> <ul style="list-style-type: none"> • Email content is customisable • Response rates are provided daily
<p>Step 5 – allow time for feedback</p> 	<p>It is usually wise to allow at least two weeks for raters to receive their invitation e-mails, access the web link (which is included in the email) and provide feedback. Completing the questionnaire online typically takes less than 15 minutes but a two-week period allows people to find the time or, for example, return from leave.</p>
<p>Step 6 – report preparation</p> 	<p>Reports are prepared for each participant and a report for the group is also compiled. Reports are based on aggregate scores with a maximum and minimum range. Comments provided by observers at the time of giving feedback are included after a brief review of their content.</p>