



# EMD™ 360° Feedback Package

EMD's 360° Feedback Package is suitable for small business through to the largest of organisations.

EMD works closely with clients throughout the entire 360° process to achieve their desired outcomes. EMD uses a proven methodology to ensure maximum benefits and results for clients;

1. Determine desired outcomes of 360° process.
2. Define behaviours/values and/or competencies to be assessed.
3. Determine survey parameters;
  - Size of questionnaire,
  - Rating scale,
  - Rating groups (eg peers, direct reports, internal/external customers),
  - Timeframes/response rate(s).
4. EMD conducts prebriefing sessions with survey subjects to ensure thorough understanding and ownership of the process.
5. EMD administrates the online survey via a secure internet site.
6. EMD electronically generates the reports according to the predefined needs of the client.
7. EMD conducts debriefing sessions with individuals or teams, allowing them to interpret their results, take ownership of them and form a basis for the development of individual and team action plans.

## 1. Determine desired outcomes of 360° process

It is vital to the success of the 360° process that clients have clear objectives and outcomes in mind when undertaking it. This will ensure the relevance and efficacy of the process.

The 360° process can be used for the following purposes:

- Link performance appraisal to strategic and business plans.
- Improve the quality of performance, both individual and teams.
- To help identify strengths and development needs in order to improve personal effectiveness.
- Build a more functional and effective team.
- Improve the quality of performance feedback through greater balance and accuracy of feedback.
- Develop a culture that will be beneficial to the organisation/ employees, customer and shareholders/ stakeholders.
- To provide a source of information that can be used to enhance performance agreements.
- Reinforce desired values and behaviours.
- Specify the behaviour, attitudes and competencies valued in your organisation.

## 2. Define behaviours/values and/or competencies to be assessed

Every organisation promotes different values, behaviours and competencies to achieve strategic, business and cultural outcomes. It is therefore necessary to tailor the content of each 360° process to reflect these values, behaviours and competencies.

Some examples are:

▪ Customer focus	▪ Innovation
▪ Commercial Results	▪ Commercial awareness
▪ Communication	▪ Change management
▪ Leadership and Teamwork	▪ Integrity
▪ Strategic thinking and planning	▪ Interpersonal effectiveness

### 3. Determine survey parameters

From an administrative perspective, the following aspects need to be considered;

#### **Size of Questionnaire**

EMD recommends a questionnaire of between 25 – 54 statements/ questions. This ensures that the survey is not too short as to be ineffectual and not too long as to deter participants from completing it.

#### **Rating Scale**

There are a variety of rating scales to suit client requirements. Thought should be given as to the number of alternative ratings eg 1-5, 1-7, 1-9 and about whether a 'neither agree nor disagree' response will be allowed.

The most common rating scale used is the summated rating scale:

6 = Strongly Agree

5 = Agree

4 = Mildly Agree

3 = Mildly Disagree

2 = Disagree

1 = Strongly Disagree

#### **Rating Groups**

The choice of rating groups will reflect the scope of the survey and will be dependent on the working relationships of the individual being assessed. We recommend utilising as many rater groups as possible to gain a better overall perspective of the person being rated.

Some examples are:

- Manager
- Peer
- Direct Report
- Internal Customer
- External Customer
- Stakeholder

#### **Timeframes/Response Rates**

EMD recommends a survey remain open to respondents for a period of between one to two weeks. This may vary according to the client's desired response rate. As a rule, clients usually adopt a response rate of 80% completion.

## 4. Prebriefing sessions

EMD recommends that prior to a 360° survey being administered, a prebriefing session involving both survey subjects and participants be undertaken. It is vital that both subjects and raters have ownership and an understanding of the process to ensure acceptance and the meaningful completion of surveys.

The following outlines the constitution of a prebriefing session:

- Putting the process into context – why the organisation is undertaking the 360° process
- Outlining the process undertaken
- Who will be receiving feedback
- Information about 360° feedback
- The rating scale being used
- Confidentiality of the process
- Review of the survey content to ensure alignment in understanding of what each category of questions/statements means
- Demonstration of the online completion of the survey

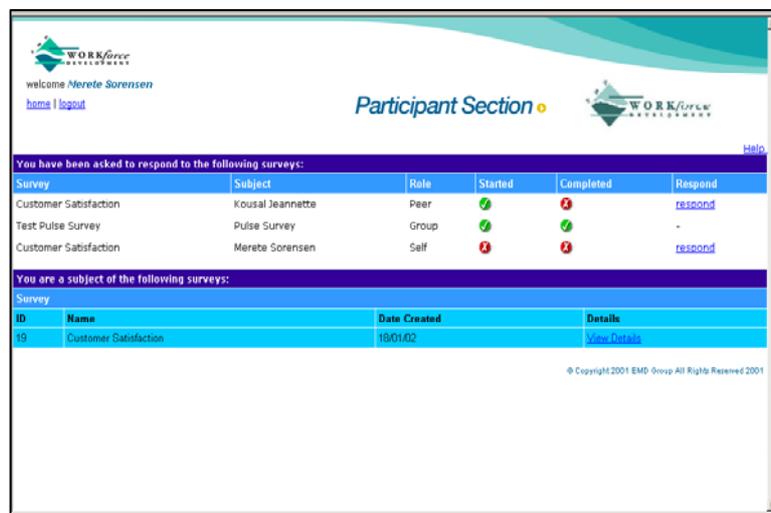
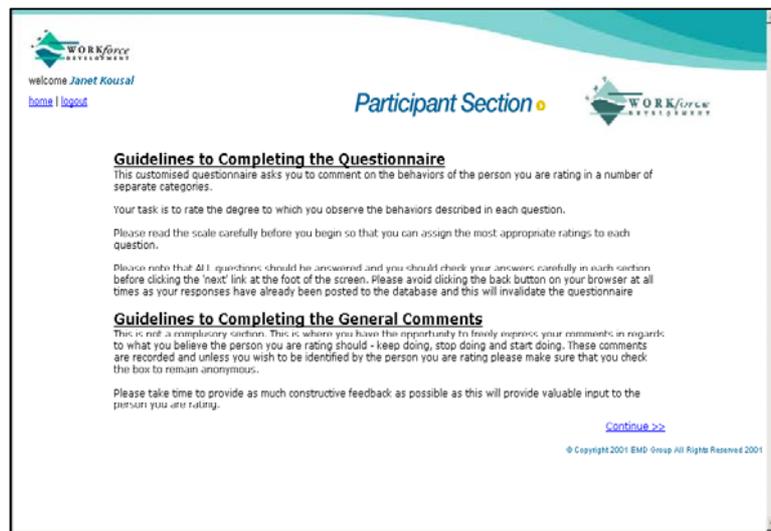
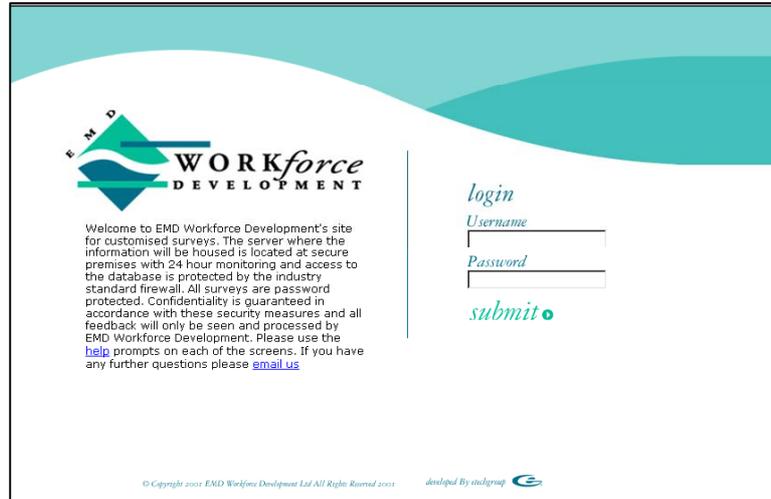
## 5. Administration of the survey

EMD administers all online aspects of the 360° survey including creating the survey, sending invitation emails to participants and monitoring completion of surveys.

Administration of the survey by EMD presents the following benefits to organisations:

- Minimises time and effort of staff involvement and is therefore cost effective.
- Confidentiality ensures open and honest feedback from participants.
- No software download required.
- Personalised email invitation, reminders and follow up for each participant.
- User-friendly interface.
- The web-based tool provides access to participants 24/7 from anywhere in the world.
- Passwords protect against inappropriate access.

EMD 360°™ Online Survey Tool- Screen shots



EMD 360°™ Online Survey Tool – Screen Shots

WORKforce  
welcome Janet Kousal  
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Participant Section 

[Help](#)

Subject : Janet Kousal

Commercial Results

1. Can identify the factors that determine commercial viability of new opportunities.

- Not Known or Not Applicable
- Strongly Disagree
- Disagree
- Mildly Disagree
- Mildly Agree
- Agree
- Strongly Agree

2. Identifies or creates profitable strategies inside and outside current organisational norms.

- Not Known or Not Applicable
- Strongly Disagree
- Disagree
- Mildly Disagree
- Mildly Agree
- Agree
- Strongly Agree

3. Takes calculated risks.

WORKforce  
welcome Janet Kousal  
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Participant Section 

[Help](#)

Please enter some written feedback (optional):

Janet Kousal should KEEP doing

Janet Kousal should STOP doing

Janet Kousal should START doing

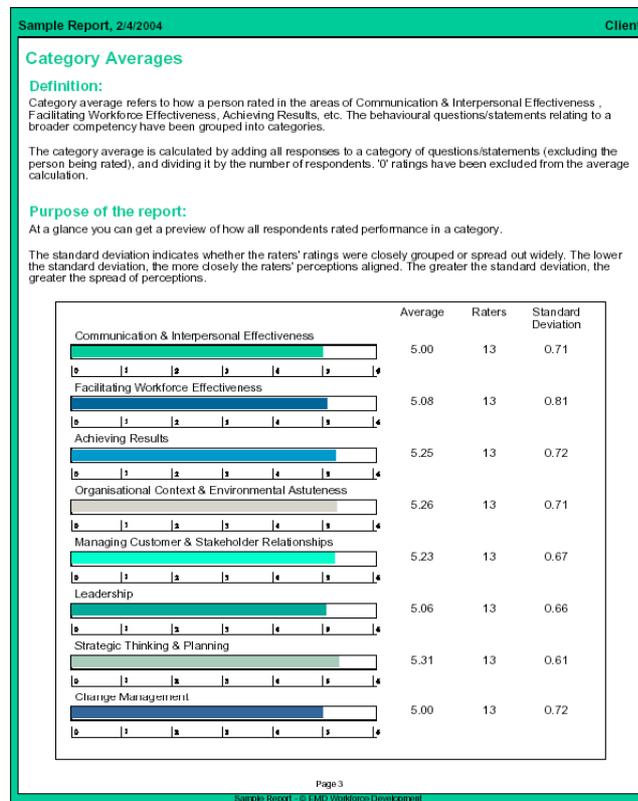
Anonymity  (Check box to hide identity from subject)

## 6. Generation of reports

Once the surveys have been closed, according to the predetermined specification of the client such as timeframe or completion rate, EMD will generate a report for each survey subject. Each report contains a standard set of report categories:

Category Averages	Development Needs Summary
Category Averages by Rater Type	Strengths Summary
Summary of Ratings for Each Category	General Feedback from Respondents
Top 10 Strengths	Top 10 Development Needs

### Report Sample



Report Sample cont....

**Sample Report, 2/4/2004** Client

### Summary of Ratings for Each Category

**Definition:**  
 Questions are grouped under a category. In the ratings column, the averages of each group of respondents is displayed. The 'Average in Category, Total Ratings' line displays the average score for that category of questions given by the manager, self etc. The 'Rating Scale' column shows how many people rated the subject as per the Agree / Disagree rating scale. '0' ratings have been excluded from the average calculation.

The individual questions have averages for each rating group, plus the distribution of how many people rated the subject as per the Agree / Disagree rating scale. '0' ratings have been excluded from the average calculation.

**Purpose of report:**  
 This report provides a great overview and comparison of perceptions between raters.

The spread of scores for all raters shown under 'Rating Scale' provides clues as to whether there is close agreement about how a person's behaviour is perceived. Averages with small sample sizes are generally not as useful as the spread of scores for all raters.

**CATEGORY 1: Communication & Interpersonal Effectiveness**

Q.	Communication & Interpersonal Effectiveness	Ratings						Rating Scale						
		Direct Report	Self	Manager	Peer	External Customer	Internal Customer	0	1	2	3	4	5	6
	<b>Average in Category, Total Rating</b>	<b>4.8</b>	<b>5.0</b>	<b>4.7</b>	<b>6.0</b>	<b>5.1</b>	<b>5.0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>10</b>	<b>44</b>	<b>14</b>
1	Written communication is clear and concise.	5.2	5.0	5.0	6.0	5.0	5.0	0	0	0	0	0	10	2
2	Articulates clear messages about complex issues.	4.6	5.0	4.0	6.0	5.0	5.0	0	0	0	1	2	7	2
3	Persuades peers and superiors, of the appropriate strategies and actions to be taken in complex issues.	4.2	5.0	4.0	6.0	5.5	5.0	0	0	0	0	5	5	2
4	Effectively communicates strategic financial and budget issues.	5.4	5.0	5.0	6.0	4.0	5.0	2	0	0	0	1	6	3
5	Explains their position in a manner that lets me understand their rationale for the position.	5.2	5.0	5.0	6.0	5.0	5.0	0	0	0	0	1	8	3
6	Sensitive to one's impact on others.	4.4	5.0	5.0	6.0	5.5	5.0	0	0	0	1	1	8	2

**Rating Scale: Agree / Disagree**

0: Not Known or Not Applicable    1: Strongly Disagree    2: Disagree    3: Mildly Disagree    4: Mildly Agree    5: Agree    6: Strongly Agree

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**Sample Report, 2/4/2004** Client

### General Feedback from Respondents

**Definition:**  
 This report is the recording of the unedited comments from respondents.

**Purpose of the report:**  
 To give raters the opportunity to give further feedback. Raters have the option of remaining anonymous or identifying themselves to the person. Comments that are included here can invariably add weight to results shown in other reports.

**Sample Report should KEEP doing**

- Maintain her/his enthusiasm and drive
- Providing excellent leadership to her/his team and encouraging joint efforts with other teams. Keep seeking new marketing and networking initiatives. Keep being a good example to her/his peers.
- I feel should keep doing what she/he is doing as she/he is doing a great job. She/he has helped me to be a better project officer and a person in myself. well done
- providing feedback to staff regarding the view of work undertaken by the Company by others within agency, encouraging staff to meet deadlines for work in her/his current style and approach, continue to be seen as an active member of the team rather than "management", focusing on the strengths of staff, while encouraging development in new areas to allow new opportunities for staff to develop, providing leadership and direction also / he is in my opinion quite a good manager and I like the fact that he/she is very knowledgeable
- She/he is very approachable and communicates in an easy-going manner. She/he applies equity principles regarding delegation of work and in offering learning opportunities.
- Communicating well displaying high professional work ethic. Displaying initiative
- keep being enthusiastic
- being an advocate for more effective communication between government and community taking the initiative developing and sharing ideas collaboratively and that draws on other people's strengths.

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Sample Report - EMD Workforce Development

**Sample Report, 18/2/2005** Client

### Strengths Report

**Definition:**  
 This report summarises the top strengths as seen across the different rating groups.

**Purpose of report:**  
 This provides a snapshot of the areas where a person received their highest score, thus enabling them to see at a glance where they excel and may wish to pursue further in terms of their career. n/a means that the behaviour was not seen as a Top Strength by this rating group.

#	Question	Self	Direct Report	Peer	Internal Customer	Manager	External Customer	Total
26	Achieves high standards of probity and personal ethics.	n/a	5.8	6.0	5.5	6.0	6.0	5
19	Constantly looks for opportunities to improve business performance.	5.0	6.0	6.0	5.5	n/a	6.0	5
47	Displays enthusiasm, determination, tenacity and persistence to achieve results.	n/a	6.0	6.0	5.5	6.0	n/a	4
43	Effectively manages projects.	n/a	5.6	6.0	5.5	6.0	n/a	4
9	Reflects the organisation's values through his/her personal behaviour.	n/a	n/a	6.0	6.0	n/a	6.0	3
16	Actively encourage staff to contribute new ideas.	n/a	6.0	6.0	n/a	n/a	6.0	3
13	Sets high performance expectations.	n/a	5.8	6.0	n/a	n/a	6.0	3
33	Reconciles and manages customer demands with agency's resources and policies.	n/a	5.6	6.0	5.5	n/a	n/a	3
18	Easily adopts to new ideas / ways of working.	5.0	n/a	6.0	n/a	6.0	n/a	3
53	Assumes responsibility for implementing change in own area.	5.0	n/a	6.0	n/a	n/a	6.0	3
27	Seeks out and uses ideas from a diverse range of people.	n/a	n/a	6.0	n/a	5.0	6.0	3
14	Finds solutions to issues, within organisational parameters.	n/a	5.6	6.0	n/a	5.0	n/a	3
29	Actively seeks information to understand customers'/clients' needs.	5.0	n/a	6.0	5.5	n/a	n/a	3
2	Articulates clear messages about complex issues.	5.0	n/a	6.0	5.0	n/a	n/a	3
42	Encourages others to learn and develop new skills.	n/a	6.0	n/a	n/a	n/a	6.0	2

## 7. Debriefing the survey subjects

A good debrief is vital in ensuring maximum benefit and understanding of the survey feedback. EMD can conduct debriefing sessions or provide training to managers on how to facilitate debriefing sessions.

During the debriefing session, the following should be covered:

- Review of objectives and outcomes of the 360° review
- The process of data gathering
- The areas where someone's perception and that of others varies greatest
- Areas of strengths
- Areas for development
- Any patterns in responses
- General comments
- 3 or 4 areas of development to focus on going forward

We believe it is important for the subject of the survey to draw their own conclusion, with guidance from a manager. This way, the feedback and resultant actions are more meaningful to the subject and the subject is more likely to take ownership for their own development.

