



360-Feedback

What is a 360 degree appraisal ?

A short introduction to the process

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Introduction

A 360 degree appraisal is the **report** generated by compiling the perspectives of a number of selected **appraisers (or raters)**. Sometimes called 180 or 540 degree – with the difference being the number of appraisers '**groups**'.

- **360** degree would involve the person themselves, their manager, selected peers, and selected people that the person manages – **4 dimensions**.
- **180** degree could be just the person and their manager, or the person and their peers, or the person and the people that they manage – **2 dimensions**.
- **540** degree is where additional groups are asked to contribute – for example 'customers' and other 'stakeholders' - **5 or more dimensions**.

Each of the appraisers are asked to complete a **questionnaire** that allows them to **score** and **comment** on the person.

The questionnaire is normally based on **behaviours** that are expected to create **high performance** in the **role**.

The **key steps** in the sequence are:

- Create a template.
- Create a questionnaire.
- Add an appraisal.
- Add the appraisers.
- Distribute the questionnaires.
- Allow time for people to respond and complete their feedback.
- Generate the report from the responses gathered.
- Give (and preferably discuss) the comprehensive report to the 'appraisee' (the person being appraised).

The key difference to a more traditional **appraisal** is that more people are involved.

The benefits of greater involvement are:

- The report provides a more **powerful insight** into the performance of the person.
- The 'Manager' has more '**evidence**' to bring to the appraisal discussion.
- The different '**Perceptions**' from the other people asked often creates a broader debate.



How many people should be involved ?

The power of 360 degree feedback comes from the perception of the appraisers, people who have 'seen' the person operate at work. Typically, 8 to 10 people are asked to be involved (but this can be less or more if needed).

During the process, confidentiality is ensured by not revealing the names of the participants and scores are grouped by the type of appraiser.

Who should be involved.

Self – The person themselves (to allow direct comparison between **'self'** scores and others).

- Manager – of the person being appraised.
- Peers – People who have a similar role/work alongside.
- Direct Reports – People directly managed by the person.

If appropriate other groups of appraisers (relationships) can be added, for example:

- Stakeholders – people who have a 'stake' in the role of the person.
- Customers/Client - people to whom the persons work/company supplies a product or service.

Note – Other than self and manager, we suggest that at least two of each relationship are added to protect the anonymity of the appraisers.



How does the Icskills360 platform enable this ?

The Icskills360 platform allows you to complete all of the key steps that make up a 360 - along with some additional features that enable you to customise the process and brand the 'look and feel' to match that of your company or a client you are working with.

The system contains a series of modules to simplify the process.

Template

Create a template to contain:

- Custom branding (of the questionnaire and reports).
- Your own questionnaire design with a selected scoring scale.
- A custom email invitation.
- Your choice of report layout.
- Preview the 'look and feel' of the questionnaire and report.

Appraisal

Select appraisers and send the questionnaires:

- Create a new appraisal.
- Add appraisers.
- Select their relationship to the appraisee.
- Send the questionnaires.

Feedback

Monitor the response rate.

- Send email reminders.
- Generate the reports.

Reports

View and download the completed comprehensive report.



Key Parts of the Process

Templates

A 'template' needs to be created before you create an appraisal.

It is the template design that allows you to '**customise**' the 'look and feel' of the whole report process to mirror your company (or your client's company).

When you have designed your template, you can assign appraisals to it.

In this way all the appraisals will have the same 'look and feel' and use the same questionnaire and report layout.



When designing a template, you can:

- Give the template a name.
- Choose the header and footer colours that will appear on the questionnaire and output report.
- Add your branding/logo.
- Select or design a questionnaire, adding groups and questions as required using a combination of scored or free text comment questions. The questions can be grouped under headings e.g., Communication, Teamwork, Management.
- Select a scoring scale.
- Select what relationships can be used (you can add an many relationship types as required).
- Edit the text of the email that is sent to the people involved in the process.
- Select and preview your report layout.

Appraisals

An appraisal is the actual set of questionnaires that are sent to people to complete on behalf of the person being appraised (the appraisee).

The appraisal process involves the distribution of the questionnaire to a group of people (appraisers).

An appraisal is typically sent to the appraisee themselves (self), their manager (manager), their peers (peers) and the people that the appraisee manages (direct reports).

Sometimes other people are involved, for example stakeholders and internal or external customers/clients.

When creating an appraisal other than the self, we suggest adding at least:

- 1 Manager
- 2 Peers
- 2 Direct Reports



Note -If other relationships are added, we suggest adding at least 2 appraisers per relationship.

The reason that we suggest this is because by adding 2 or more people for each relationship it protects the anonymity of the appraisers feedback as there will be no way of knowing who provided what score.

The appraisal process is given a deadline for feedback to be provided, when the appraisal is launched (the questionnaire sent) you select a 'return date' for the questionnaires to be completed (this is usually set at 2 weeks but can be set to a preferred date that suits your needs).

It is more than likely that some people will forget to complete the questionnaire so they will need to be 'chased' and sent reminders.

The chasing process can be fully automated to send a reminder a few days before the ideal due date and then again when the due date passes.

Further reminders to complete the questionnaires can be sent as often as required to ensure sufficient feedback is received to create a valid report.



Occasionally you might need to;

- Re-open a questionnaire – people may want their questionnaire reopened so that they can edit some of the information after they have saved it.
- Close a questionnaire – someone might request to be removed from the process because they haven't worked with the appraisee long enough to provide valid feedback.
- Add appraisers to an existing appraisal – you might need to add someone to an appraisal part way through.
- Update an email – you might have added an incorrect email address for an appraiser.

All of which can be managed through the platform.

Feedback

Feedback is a completed (or partially completed) questionnaire that will be included in the report.

When you have sent the questionnaires to all the people involved in the appraisal – you can monitor the feedback and (if required) chase people who have forgotten to respond.

The automatic reminder process should allow you to gather as much feedback as possible. Some people may not want to participate, and some people may not be able to answer all the questions.

The system is designed to allow you to close the questionnaires and create the report at any time you choose.

After the deadline has passed for feedback questionnaires to be completed you can make a decision as to whether to keep on chasing any outstanding feedback or if you feel enough varied feedback has been provided you can generate the report.

Note: To save confusing the participants it is advisable NOT to generate the report until after the date you requested the feedback to be completed.

Generating the report is the process where all the feedback for the appraisee is analysed and complained into a single document (the report).



Reports

A completed report once generated is the actual document that will be handed to (or discussed with) the appraisee.

When an appraisal has been generated you will be able to download the report from the appraisal and history section.

Note - appraisals will move to the history section 2 weeks after they have been generated.



Contact us

There is no such thing as a 'daft' question so if we have not answered your question in one of the sections of this short guide, contact us on:

Email: support@icskills.com

We will get back to you with an answer.

