360 Degree & Upward Feedback Program Guidelines

Purpose of the 360 Degree & Supervisor Upward Feedback Program

The LSSC 360 Degree and Supervisor Upward Feedback Program will be used as an employee development tool. The intent of the 360 Feedback Program is to empower employees to improve their interpersonal skills, to strengthen team identity and to promote performance accountability. The information or data generated by this survey tool will **not** be used as evaluation input for an employee's formal performance review.

How is the Program overall administered?

Components of the Program

The program's main components are a web based survey and report which provide feedback to an employee on a list of specific behaviors. The behaviors being evaluated for an individual fall into two categories: Values and Supervision. An employee will arrange to have the Values feedback part completed by other colleagues, clients/customers and his/her subordinates. An employee who is evaluated for Values may not be assessed for Supervisory behaviors if he/she is not a supervisor. The tool is administered via the web.

Employees Eligible to Use the Program Frequency of Program Usage

First-year employees cannot exercise the Program because the focus for the employee's first year centers on learning, executing the job and building effective relationships. Second-year employees, and all other service employees, may elect to exercise the Program. Employees cannot exercise the program more than once every year unless otherwise directed by their supervisor.

Voluntary or Involuntary (Directed) Use of Program

Employees may volunteer to use the program or their supervisor may direct them to use it. A supervisor may direct an employee to use the program for assisting in performance improvement relative to the employee's performance review.

Voluntary Participation

An employee who volunteers to use the program can decide when to use the program. He/she also will select the number and identity of feedback providers. The employee may select between five and nine feedback providers, with one being his/her supervisor. The feedback provider categories are colleagues, clients/customers and subordinates. A minimum of two providers must exist per category.

The employee who volunteers to use 360 will decide whether or not he/she will share the entire data report with his/her supervisor. At minimum, the employee shall share with his supervisor two talent areas and two development areas from the report, along with associated improvement actions she/he plans to implement. The supervisor will provide appropriate development support of the improvement actions and conduct a follow-up session.

Involuntarv <Directed) Participation

Because of a "needs improvement" or "unsatisfactory" performance review, an employee may be directed by his/her supervisor to use the 360 program. Prior to directing an employee to engage in 360, the supervisor needs to consult with HR to determine if such an action is most appropriate intervention for the the performance situation. The program is used as an important supplemental development tool to assist further in improving the employee's job performance.

In this situation, the employee will advise the supervisor who the feedback providers may be; ultimately however, the supervisor determines who the feedback providers will be. Again, the number of feedback providers may range from five to nine. The supervisor can decide if all of the feedback providers are to be either only colleagues, clients, subordinates; or, some appropriate mixture of the three.

The data report will be sent to the employee, but he/she must share it entirely with the supervisor. The feedback report results will show the data by each feedback group (colleagues and clients/customers) regardless of the number of providers in each pool. The supervisor and employee will have an appropriate discussion of the results and establish specific improvement actions with a follow-up plan.

What action must an Employee take to use 360?

To use the 360 program an employee completes and submits a "Request for 360 Degree Feedback" form to Human Resources. (See attached form.) To manage workload HR will schedule requests on a first come first serve basis and notify the requesting employee of his specific processing timeline. Overall an employee may expect from the scheduled starting point a 5-6 week process to when he will receive his feedback report. Note: four weeks of this timeframe is for allowing feedback providers to complete the survey and return to HR for report generation.

Selecting Feedback Providers

The employee to be evaluated will submit a request form to HR identifying by name five (5) to nine (9) individuals who are to provide feedback. These individuals are called feedback providers. Feedback providers fall into one of three designations:

1. Client (an individual who receives service from the employee being evaluated)
2. Subordinate (an individual who reports to the employee being evaluated}

3. Colleague (an associate regardless of level/rank who is not best defined as either a client or subordinate).

The form entitled, "Request for 360 Degree Feedback" is located on the HR forms web site. Selection of the feedback providers will be directed by whether the program is voluntary or involuntary; see the above section for details. The selected feedback providers will be notified through an email message by the 360 management system (HR) that they have been selected to complete a web based 360 Degree survey on a specific employee. This notice will provide: the actual web based feedback survey, . its directions and due date.

Processing Completed Feedback Forms and Data Reporting

After all providers have submitted their feedback HR will enable the web-based system to automatically score and generate a feedback report. The feedback providers' data is aggregated and the employee being assessed will not know specifically how each evaluator/rater completed the 360 form.

The feedback from the completed surveys will be compiled in an electronic report. Once the e-report is generated, checked for completion and sent to be evaluated, HR will destroy the individual completed feedback surveys. Only the evaluated employee will receive the feedback report. The report will show only the average scores for each item from all colleagues and clients/customers. If the evaluated employee is a supervisor, then the second section of the report will detail his/her aggregate supervisory behavior feedback scores provided by his/her subordinates.

The evaluated employee may elect to share the feedback report with those who supplied the feedback and his/her supervisor. Refer to the previous section on "Voluntary and Involuntary Participation" for details about sharing the report.

Feedback Provider Obligations and Protection

If an employee receives an invitation to complete a 360 Degree & Upward evaluation on an employee. then that employee is obligated to complete and submit the form.

Feedback providers will remain anonymous on the report. Once the feedback report is created and sent to the evaluated employee the individual evaluation ratings are destroyed to ensure confidentiality.

Request for 360 Degree Feedback

Name: Date:

Office Phone: Email ID:

Voluntary Participation Involuntary Participation (Directed by Supervisor)

My List of Feedback Providers are:

Name:	Email ID:	Type of Feedback Provider: Colleague Client Subordinate*
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		

• For confidentiality do not request subordinate feedback from only subordinate unless you have advised him/her that confidentiality is not possible and subsequently he/she agrees still to participate. Questions, please consult with HR.

I understand the purpose of the 360 Degree Program and will agree to abide by its rules and conditions as stated in the "360 Degree & Upward Feedback Program Guidelines." (The guidelines are available on the HR website.)

_____

Employee Signature

LSSC 360 Degree & Upward Feedback Report
Suggestions for "What to do now… "

Now that you are in receipt of your 360 Degree Feedback report, here are some recommended actions to take.

1. ACKNOWLEDGE THE FEEDBACK

   Send an email to all your feedback providers thanking them for taking the time to complete the questionnaire. Let them know you are in receipt of your feedback report and giving it serious consideration.

2. SCAN THE REPORT

   Scan the report to become familiar with: how the report is presented, the legend for interpreting the metrics, and the rater's written feedback areas. You might want to quickly scan through all the items to get a "high-level" view of the feedback.

3. READ & ANALYSE IN DETAIL THE REPORT

   Examine the items and their scores. Make a note of those items which fit with your own self-assessment. Identify and note any surprises (positive or negative), strengths, potential work-ons, and questionable items.

   For negative surprises and questionable items ask yourself if you need more information to fully understand what the score may be telling. Look at the written feedback which might give you greater insight. You may need more specific insight into how the raters understood the item relative to your behavior.

   Examine your scores relative to the larger universe of your colleagues. That information may give you insight into some of the questionable items or negative surprises.

4. DETERMINE WHICH ITEMS YOU WILL SHARE

   Decide on at least three items of strength you will share with your supervisor. Also, decide on at least three items you will want to share with your supervisor for the purpose of seeking assistance in creating a development plan.

   If you are a supervisor, determine which items of strength and those items needing improvement you will share with your subordinates. Plan on a brief meeting where you can thank your subordinates for the feedback and share your strengths and improvement areas. If appropriate seek their help with your plan to improve by asking for their specific suggestions. Note that this action of sharing and seeking their help is an excellent way to model the behavior which your subordinates should follow later when they engage in their 360 feedback. Also by asking for suggestions from your subordinates you will calibrate more specifically to how they define the items.

5. <u>WORK YOUR DEVELOPMENT PLAN and ESTABLISH A FOLLOW-UP EVENT(S)</u>

   Since the 360 Feedback tool is all about development, be sure to establish a time and method for seeking new feedback from others on how your improvement efforts are working. If you are a supervisor, you might want to share in a staff meeting what your improvement efforts have been and ask for a feedback update. For colleagues or customers, you might want to "check-in" with a specific customer or colleague to ask if he has noticed any positive change in your behavior.

   Note: Although you have the opportunity one year later to use the 360 Tool again to obtain updated information to assess your level of improvement, you should engage in periodic quick reviews about your improvement effort. Data from such quick reviews would permit you to adjust continually your improvement effort for maximizing your success.

6. REMEMBER THE FOLLOWING PRINCIPLES THROUGH OUT THE 360 FEEDBACK and PERSONAL DEVELOPMENT PROCESS

   - Feedback is a tool for improving behavior.
   - Improvement takes steady effort, commitment and patience. Focus on a couple of areas, not several, at one time.
   - Feedback is a gift – be gracious and appreciative when receiving it.
   - Feedback providers are practicing trust and deserve your respect in return.
   - As a receiver of feedback you have the right to PRIVATELY accept or reject any of the information, but not the right to challenge the feedback.
   - Select improvement areas that will yield the greatest return for your effort.

Mark as shown: ☐ ☒ ☐ ☐ ☐ Please use a ball-point pen or a thin felt tip. This form will be processed automatically.

Correction: ☐ ■ ☐ ☒ ☐ Please follow the examples shown to help optimize the reading results.

1. Personal Information

1.1 Please enter the name of the person you are evaluating.

1.2 Select the category which best describes your working relationship with the above named person.

☐ My Colleague (an individual within your department) ☐ My Client/ Customer (an individual you provide service) ☐ My Supervisor

2. Lake-Sumter State College Values

For the individual you are evaluating, select one rating for each question. You may provide more specific information in the "Comments" area at the end of the section. When making a comment, please indicate the question number to which it refers.

To What Degree Does this Individual...

		Poor	Fair	Satisfactory	Good	Excellent	N/A
2.1	engage in practices that encourage your personal or professional growth.	☐	☐	☐	☐	☐	☐
2.2	embrace the diversity in the College culture.	☐	☐	☐	☐	☐	☐
2.3	engage in encouraging communication.	☐	☐	☐	☐	☐	☐
2.4	treat you with respect.	☐	☐	☐	☐	☐	☐
2.5	listen to your suggestions.	☐	☐	☐	☐	☐	☐
2.6	resolve conflicts with you.	☐	☐	☐	☐	☐	☐
2.7	resolve conflicts with others.	☐	☐	☐	☐	☐	☐
2.8	interact with co-workers in a respectful manner.	☐	☐	☐	☐	☐	☐
2.9	interact with students in a respectful manner.	☐	☐	☐	☐	☐	☐
2.10	interact with college guests in a respectful manner.	☐	☐	☐	☐	☐	☐
2.11	maintain a working relationship built on mutual respect and trust.	☐	☐	☐	☐	☐	☐
2.12	confront a problem or disagree on an issue with integrity.	☐	☐	☐	☐	☐	☐
2.13	follow stated goals with consistent actions.	☐	☐	☐	☐	☐	☐
2.14	demonstrate honesty.	☐	☐	☐	☐	☐	☐
2.15	take responsibility for mistakes or failures.	☐	☐	☐	☐	☐	☐
2.16	take action to correct mistakes.	☐	☐	☐	☐	☐	☐
2.17	use College resources (i.e. time, materials, phone, etc.) responsibly.	☐	☐	☐	☐	☐	☐

2. Lake-Sumter State College Values [Continue]

2.18 work effectively with people in other departments.	☐	☐	☐	☐	☐	☐
2.19 work with those from different racial or cultural backgrounds.	☐	☐	☐	☐	☐	☐
2.20 collaborate with those of different genders.	☐	☐	☐	☐	☐	☐
2.21 communicate effectively with you.	☐	☐	☐	☐	☐	☐
2.22 contribute productively to the group environment.	☐	☐	☐	☐	☐	☐
2.23 understand a team's concerns or ideas.	☐	☐	☐	☐	☐	☐
2.24 project a helpful attitude when working with you.	☐	☐	☐	☐	☐	☐
2.25 project a helpful attitude when working with others in a team.	☐	☐	☐	☐	☐	☐
2.26 foster teamwork among peers.	☐	☐	☐	☐	☐	☐
2.27 participate actively in LSSC's committees and organizations.	☐	☐	☐	☐	☐	☐
2.28 show courtesy to students with actions as well as words.	☐	☐	☐	☐	☐	☐
2.29 show courtesy to employees with actions as well as words.	☐	☐	☐	☐	☐	☐
2.30 show commitment to employees with actions as well as words.	☐	☐	☐	☐	☐	☐
2.31 show commitment to students with actions as well as words.	☐	☐	☐	☐	☐	☐
2.32 show courtesy to members of the community with actions as well as words.	☐	☐	☐	☐	☐	☐
2.33 show commitment to members of the community with actions as well as words.	☐	☐	☐	☐	☐	☐
2.34 perform his or her duties efficiently.	☐	☐	☐	☐	☐	☐
2.35 perform assigned duties.	☐	☐	☐	☐	☐	☐
2.36 show a desire to better understand his or her duties by asking appropriate questions.	☐	☐	☐	☐	☐	☐
2.37 encourage originality during problem- solving discussions or tasks.	☐	☐	☐	☐	☐	☐
2.38 encourage ingenuity during problem- solving discussions.	☐	☐	☐	☐	☐	☐
2.39 take advantage of education, training, and career development opportunities.	☐	☐	☐	☐	☐	☐
2.40 apply new technologies and best practices.	☐	☐	☐	☐	☐	☐
2.41 share information.	☐	☐	☐	☐	☐	☐
2.42 encourage scholarship in students.	☐	☐	☐	☐	☐	☐
2.43 encourage scholarship in other staff employees.	☐	☐	☐	☐	☐	☐
2.44 practice active listening.	☐	☐	☐	☐	☐	☐
2.45 can be depended upon for feedback that may lead to positive change.	☐	☐	☐	☐	☐	☐
2.46 go the extra mile to help employees.	☐	☐	☐	☐	☐	☐
2.47 go the extra mile to help students.	☐	☐	☐	☐	☐	☐

2. Lake-Sumter State College Values [Continue]

2.48 try to create services to improve LSSC as a better environment.	☐	☐	☐	☐	☐	☐
2.49 try to expand on services to improve LSSC as a better environment.	☐	☐	☐	☐	☐	☐
2.50 produce work that exceeds that expectations of the college.	☐	☐	☐	☐	☐	☐
2.51 follow through on assigned tasks.	☐	☐	☐	☐	☐	☐
2.52 participate in professional activities.	☐	☐	☐	☐	☐	☐
2.53 encourage participation in professional activities.	☐	☐	☐	☐	☐	☐
2.54 volunteer for other responsibilities.	☐	☐	☐	☐	☐	☐
2.55 uphold LSSC values	☐	☐	☐	☐	☐	☐

2.56 List 3 talents this individual displays.

2.57 List 3 areas this individual should work on to be more effective.

2.58 Comments:

3. Supervisor (Upward) Feedback

Complete this section only if the individual you are evaluating is also your supervisor. Select one rating category for each question about your supervisor's demonstrated behaviors. You may provide specific information about any questions in the "Comments" area at the end of the section. When making a comment, please indicate the question number to which it refers.

To What Degree Does Your Supervisor...

		Poor	Fair	Satisfactory	Good	Excellent	N/A
3.1	actively listen.	☐	☐	☐	☐	☐	☐
3.2	provide feedback throughout the year.	☐	☐	☐	☐	☐	☐
3.3	contribute to providing a positive work environment.	☐	☐	☐	☐	☐	☐
3.4	keep commitments.	☐	☐	☐	☐	☐	☐
3.5	respect your balance of work and family responsibilities.	☐	☐	☐	☐	☐	☐
3.6	admit when he/she makes a mistake.	☐	☐	☐	☐	☐	☐
3.7	handle conflict.	☐	☐	☐	☐	☐	☐
3.8	clarify assigned tasks.	☐	☐	☐	☐	☐	☐
3.9	clarify how assigned tasks connect to College goals.	☐	☐	☐	☐	☐	☐
3.10	celebrate special events and achievements.	☐	☐	☐	☐	☐	☐
3.11	request opinions or feelings.	☐	☐	☐	☐	☐	☐
3.12	delegate authority to make decisions.	☐	☐	☐	☐	☐	☐
3.13	effectively deal with poor performers in a group or team.	☐	☐	☐	☐	☐	☐
3.14	give recognition for a job well done.	☐	☐	☐	☐	☐	☐
3.15	remain open-minded to new ideas.	☐	☐	☐	☐	☐	☐
3.16	communicate in an understandable way.	☐	☐	☐	☐	☐	☐
3.17	set performance goals with you.	☐	☐	☐	☐	☐	☐
3.18	encourage team members to work together.	☐	☐	☐	☐	☐	☐
3.19	demonstrate truthfulness and ethical behavior.	☐	☐	☐	☐	☐	☐
3.20	motivate you.	☐	☐	☐	☐	☐	☐
3.21	seem approachable.	☐	☐	☐	☐	☐	☐
3.22	act as a member of the team.	☐	☐	☐	☐	☐	☐
3.23	provide opportunities for your personal development.	☐	☐	☐	☐	☐	☐
3.24	recognize your talents or special skills.	☐	☐	☐	☐	☐	☐
3.25	follow-through on tasks or agreements.	☐	☐	☐	☐	☐	☐
3.26	encourage professional development.	☐	☐	☐	☐	☐	☐
3.27	give feedback on your performance.	☐	☐	☐	☐	☐	☐
3.28	share information.	☐	☐	☐	☐	☐	☐
3.29	respond promptly to questions or requests.	☐	☐	☐	☐	☐	☐
3.30	provide constructive advice or coaching.	☐	☐	☐	☐	☐	☐
3.31	act on concerns or ideas of our team.	☐	☐	☐	☐	☐	☐
3.32	share in the workload.	☐	☐	☐	☐	☐	☐
3.33	improve the department's effectiveness.	☐	☐	☐	☐	☐	☐

3. Supervisor (Upward) Feedback [Continue]

3.34 accomplish important goals for the department.	☐	☐	☐	☐	☐	☐
3.35 contribute to the success of the department.	☐	☐	☐	☐	☐	☐

3.36 List 3 talents this individual displays.

3.37 List 3 areas this individual should work on to be more effective.

3.38 Comments: