360° Surveys and Feedback Services

supporting individual and team development

Key Features & Benefits

CompAssess provides a simple, cost effective and informative 360 degree feedback service for individuals and teams looking for feedback on strengths and development opportunities.

The key features and benefits of the CompAssess 360 degree feedback service are:

ü Simple set-up process **à** minimal effort required to run survey

ü Easy to complete online surveys **à** higher response rate

ü Best practice competency based model **à** tighter link to on-the-job capability and performance

ü Different surveys for different level roles **à** stronger alignment to drivers of performance in different roles

ü Automated invitations, reminder emails and tracking **à** lower effort managing respondents

ü Informative individual and group reports **à** clear focus on what needs to be developed

ü Optional feedback service **à** better development outcomes.

Further details are included on the following pages.

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What is 360 degree feedback?

360 degree feedback is the process of collecting feedback about an individual's performance or development needs from a range of people working around the individual, hence the term *360 degree*. The resulting feedback is then used to help the individual understand the areas they need to develop.

How is feedback collected?

Feedback is collected via an online survey. An email with a link to the survey is sent to each person invited to complete the survey together with a unique username and password. It's then simply a matter of logging on and completing the survey.

Once the survey closes, a report summarising the results is generated and sent to each individual and/or their manager.

What does the CompAssess 360 measure?

There are three different versions of the CompAssess 360 survey depending on the individual's role within the organisation:

- **Senior Leader** – designed for individuals who manage the organisation at a senior level and who play a significant role in setting the vision and strategic direction of the organisation. Typically applies to someone running a business unit, functional area, division or business.
- **Team Manager** – designed for individuals who manage a team and who are primarily engaged in making tactical or operational decisions.
- **Individual** – designed for individuals who do not have direct reports.

Each survey measures a group of behavioural competencies commonly associated with each of these different role types. These competencies have been selected on the basis of best practice research into the key behavioural competencies that are most likely to facilitate superior on-the-job performance at each level.

Senior Leader	Team Manager	Individual
Leading through Vision & Values	Communicating with Impact	Communication
Strategic Decision Making	Decision Making	Problem Solving
Building Organisational Capability	Coaching & Developing Others	Developing Self
Managing for Performance	Delegating	Planning & Organising
Building Business Partnerships	Building Working Relationships	Teamwork
Business Focus	Business Focus	Business Focus
Market Insight	Customer Focus	Customer Focus
Leading Change & Innovation	Facilitating Change & Innovation	Taking Initiative

Respondents completing the survey are asked to rate the individual's development needs for 4-6 behaviours or areas under each competency using a simple 4-point development scale.

There is also provision for comments at the end of each competency so that respondents can provide specific examples of things they believe the individual is doing well or things that need to be improved.

At the end of the survey, respondents can also provide summary comments on things the individual should keep doing, start doing, and stop doing.

Who should complete the survey?

Feedback is typically collected from a range of people who have worked closely with the individual over the preceding 6-12 months and therefore have good insight into the way that person works.

Apart from the individual and their manager, other respondents could include a mix of direct reports, peers, and internal/external customers. The only requirement is that they should have worked closely with the individual.

How are people nominated?

People invited to complete the survey are normally nominated by the individual in consultation with their manager.

Where surveys are to be completed for more than one individual in a team or area, someone from your organisation should be appointed as the central point of coordination for the survey.

We will email your Coordinator a simple nominations form to complete in Excel. Contact details including email address are then collected and entered for each person who is to be invited to complete the survey.

Once we receive the completed form by return email, we upload the information into our Survey Management System. The system then automatically generates the survey invitations by email. It’s that easy!

How many people should be nominated?

Apart from the individual and their manager, a minimum of 5-7 people should ideally be invited to complete the survey as this provides anonymity and a more reliable picture of the individual's development needs.

How long is the survey open?

Survey respondents will have two weeks to complete the survey. This is communicated in the invitation email.

They will receive an email reminder after one week if they have not completed any surveys and a further email reminder two days before survey close.

Two days before survey close we will also send your Coordinator a list of respondents who have not yet completed the survey. Based on the number of uncompleted surveys, you can choose to either close the survey on the original close date or extend it for a week.

The intervening time can be used to follow-up respondents personally. This normally ensures a higher rate of completed surveys.

How long does it take to complete the survey?

The surveys are designed to be completed in around 25-30 minutes. Some managers may have to complete surveys for several direct reports. These can be completed sequentially in the one sitting or completed across several sittings. Most people generally get quicker as they complete more of the surveys.

Surveys can also be saved and reviewed later before submitting. This is a useful feature for someone that needs time to reflect on their responses or does not have enough time to complete it the first time.

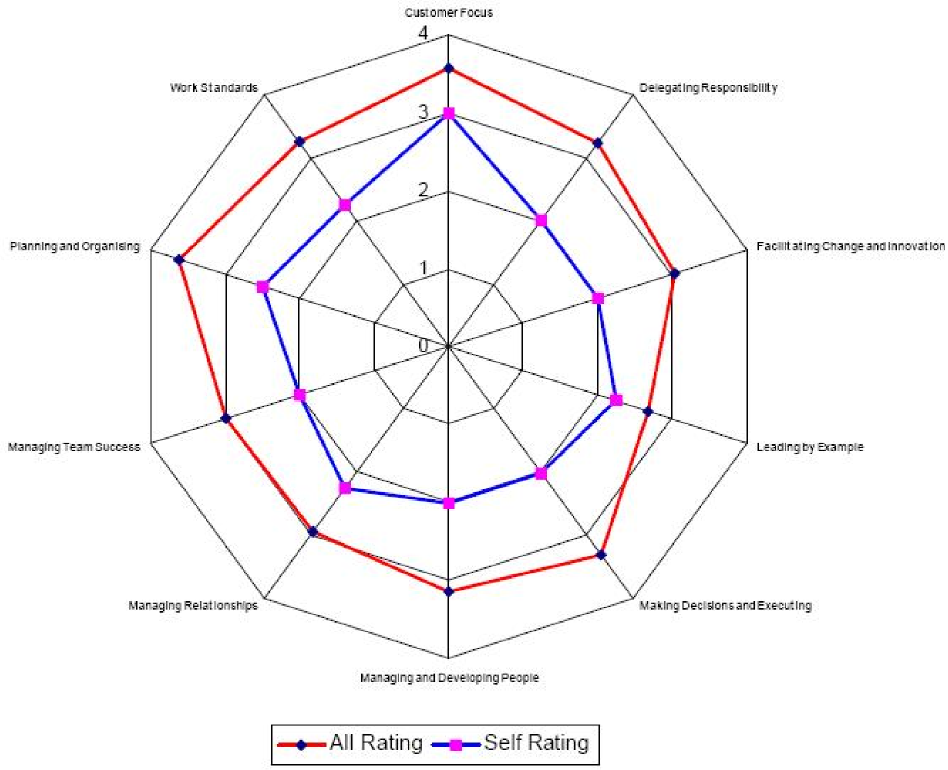
What if someone does not have email or an internet connection?

We can also provide pencil and paper versions of the survey for respondents who do not have email or an internet connection. They will be mailed the survey with a return addressed envelope. Once received, we will capture the manual survey responses and upload them into the system.

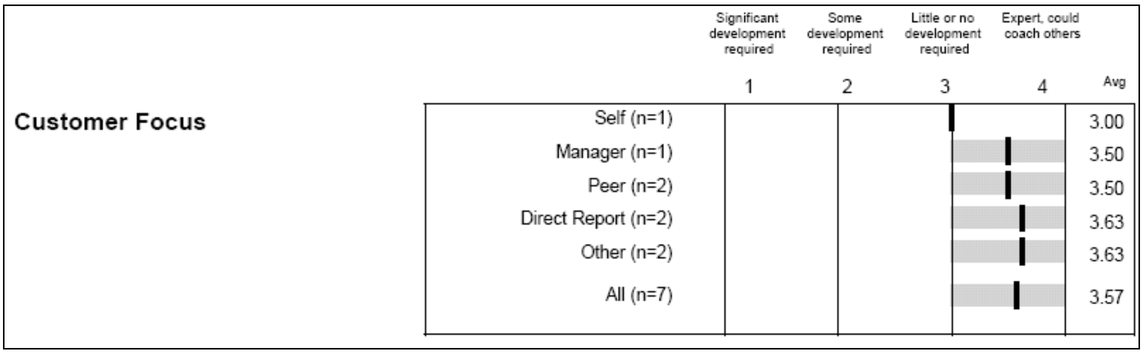
What information does the individual receive?

Each individual will receive a report detailing the results of the survey. This is designed to guide the individual in terms of their specific development needs. The individual report includes:

- Summary list of Key Strengths and Development Opportunities
- Summary table comparing ratings for each competency
- Spider Graph showing gap between Self and ALL Ratings for each competency highlighting differences in perceived strengths



- Graphical results profile showing the breakdown in ratings by different respondent groups at a competency or behaviour level



(Note: the black marker shows the average rating for a respondent group whilst the shaded grey area shows the range of different responses)

- List of respondents' comments at the end of each competency
- List of respondents' comments about things the individual should keep doing, start doing, and stop doing
- Development Planning Tips providing advice on how to use the report
- Summary list of detailed areas for development (excellent for identifying patterns in underlying behaviours)

Rank	Behaviour	Competency	Avg Rating (ALL)
1	Listens actively and responds with empathy to stated feelings	Leading by Example	2.4
2	Collaboratively seeks and develops others' ideas in their day to day work	Managing Relationships	2.7
3	Encourages or rewards individuals who make effective changes	Facilitating Change and Innovation	2.7
4	Praises the contributions and performance of others	Leading by Example	2.7
5	Always treats people with respect and fairness	Leading by Example	2.7
6	Takes action to address satisfaction, morale and retention issues within the team	Managing Team Success	2.7
7	Takes responsibility for hiring, developing and retaining talent within the team	Managing Team Success	2.8
8	Manages personal impact when interacting	Leading by Example	2.9

PDF copies of all individual reports will be sent to your Coordinator who can then distribute them to individuals and/or their manager.

Is there any group reporting?

A group report summarising the results for a team or area can also be requested. This summarises the ratings for all individuals within the team or area who complete the same survey. The group report includes:

- Summary list of Key Strengths and Development Opportunities for the group
- Summary table comparing ratings for each competency across the group
- Graphical results profile showing the breakdown in ratings by different respondent groups at a competency or behaviour level for the group
- Development Planning Tips providing advice on how to use the report
- Summary list of detailed areas for development across the group.

A PDF copy of the group report will be sent to your Coordinator if requested.

Can the survey or reports be customised?

The survey and reports can be customised but this is generally not economically feasible unless there are at least 20 individuals being rated within a team or area.

We would be pleased to provide a separate quote for a customised survey if required.

How should the feedback be delivered?

Providing feedback to an individual on their 360 degree survey results can be a confronting experience for some people. Whilst our reports are designed for self-use and reflection, the process of providing verbal feedback and discussing development options is something that should generally be left to a professional feedback consultant or manager experienced in providing feedback.

As part of our service, we can train managers in providing effective feedback and/or provide professionally trained feedback consultants to assist in feedback discussions.

Why should I use CompAssess?

CompAssess is one of Australia's leading HR consulting, assessment and development organisations. We specialise in helping organisations to more effectively manage their human capital to support organisational strategies and to prepare for future challenges

We work with many of Australia's leading commercial organisations including ABN-AMRO, Australia Post, Baker McKenzie, BASF, BOC, Citigroup, Coca-Cola, Commonwealth Bank, Computer Associates, DuPont, Energex, Ericsson, GE, IAG, JP Morgan, Metricon, National Australia Bank, Nokia, P&O, PMP, PricewaterhouseCoopers, Queensland Rail, Ramsay Health Care, Tabcorp, Vero, and various public sector agencies.

Our innovative and responsive approach combined with the experience we gained working with many leading organisations enables us to design and deliver best in class products and services such as this 360 degree survey.

Further Information

For further information, please contact your local CompAssess office below or visit our website at www.compassess.biz.

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