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What is a 360
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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 **respondents (or raters)**.

Sometimes also called 180 or 540 degree – with the difference being the number of respondent **'groups'.**
Typically 360 degree would involve the person themselves, their manager, selected peers and selected people that the person manages – 4 dimensions.
A 180 degree could be just the person and their manager – or the person and their peers – or the person and the people 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 respondents is 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**.

Therefore the **principle steps** in the sequence are:

- Create a **questionnaire**.
- Select the **respondents**.
- **Distribute** the questionnaires.
- Allow **time** for people to respond and complete their questionnaires.
- **Generate** the report from the responses gathered.
- Hand (or preferably discuss) the compiled 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 the 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 create a broader debate.

The potential **'Pit-falls'** of the process are:

Some people may be afraid of contributing honestly – for fear of retribution.
There is often a **'lack'** of management sensitivity when given the additional **power.**

How many people should be involved ?

The power of the process is realised when you ask people who have **'seen'** the person operate at work.

Typically **8 to 10** people are asked to be involved.

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

The **'manager'** of the person being appraised.

People who have a similar role, (known as **'peers'**) and preferably at least **two** to protect their confidentiality.

People directly **managed** by the person (**'direct reports'**).

And – if appropriate:

'Stakeholders' – people who have a 'stake' in the role of the person.

'Customers' – people to whom the persons work supplies a product or process.

How does the reactive360 system enable this ?

The reactive360 system allows you to complete all of these steps – with some additional features that enable you to **customise** the process and **brand** the 'look and feel' to 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 on-line questionnaire and the report).
  - -Your own questionnaire **design** with a selected scoring scale.
  - -A **Custom** e-mail invitation.
  - **-Your** choice of report layout (including adding custom text pages).
  - **-Preview** the 'look and feel' of the template.

- **Appraisal:** Select respondents and send the questionnaires.
  - **-Add** additional people.
  - -Select their **relationship** to the appraisee.

- **Feedback:** Monitor the response rate
  - **-Send** e-mail reminders
  - **-Generate** reports

- **Reports:** View and download the completed report
  - -Create **folders** to store and manage compiled reports.

- **Advanced:** Set up people as colleagues.
  - -Allow them to complete their own 360 process using your **'Template'**
  - -Allocate credits to allow them to **generate** their report.
  - -Allocate multiple credits and assign multiple templates to allow **local** people to manage the process.

Key Parts of the Process:

Templates:

A 'template' needs to be created before you create any appraisals.
It is the template design that enables you to 'customise' the 'look and feel' of the whole process to mirror your company (or your clients company).
When you have designed your template you can assign appraisals to it. In this way all the appraisals assigned will have the same 'look and feel' and use the same questionnaire and report design.
When designing a template you can; Give the template a name, Choose the colours that will appear on the report and the on-line questionnaire, Edit the text of the e-mail that is sent to the people involved in the process, Select or design a questionnaire, choose questions, add your own and change the scoring scale and Design the report layout where you can add your own pages, move the pages around and delete pages that are not appropriate.

Appraisals:

An appraisal is the actual set of questionnaires that are sent to people to complete on the person being appraised (the appraisee).
The appraisal process will involve the distribution of the questionnaire to a group of people. It is typically sent to themselves (self) Their manager (manager), their peers (peers) and the people that the appraisee manages (direct reports). Sometimes other people are involved, stakeholders and internal or external customers. It is normal to send questionnaires to 1 self – 1 manager 2 peers – 2 direct reports and if other groups are used 2 to each other groups. The reason for this is that it 'protects' confidentiality of the peers, direct reports as there is no-way of knowing who said what.
The appraisal process will have a deadline and therefore it is possible to select a 'return date' for the questionnaires.
It is probable that some people will forget to complete the questionnaire so they will need to be 'chased' and sent a reminder.
Occasionally people will want to re-open a questionnaire to edit some of the information after they have saved it.
Sometimes people will want to be added to the process part way through.
When adding people to the appraisal it is possible that you incorrectly add an e-mail address – so there needs to be a way to 'fix' a failed e-mail

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 progress of feedback and (if required) chase people who have forgotten to respond.

After the dead-line has passed for feedback questionnaires to be completed you can make a decision as to when you generate the report.
Generating the report is the process where all the feedback for the appraisee is analysed and compiled 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.
The reports when generated appear in the 'Reports' module of the process and from there they can be purchased and down-loaded.