

360° Appraisal

An EVH Consultancy Service



A web based system for EVH member organisations

Our 360° Appraisal system for senior managers was originally launched in late 2007, with the staff version coming along the following year.

Since then the administrative processes which support the schemes have been fundamentally altered to better suit members' needs. In doing this EVH has been able to offer sufficient capacity to accommodate all organisations that wish to use the scheme.

Organisations may therefore choose to join and use the system at any point throughout the year at a time which best suits their own internal schedule of appraisals.

The system remains web based, secure and confidential with data being stored off-site and accessible only to those authorised by the client organisation.

Our revised approach to system administration provides flexibility in that we can offer two distinct sets of assessment characteristics and survey prompts within a single framework. This ensures that respondents and participants enjoy a familiar interface regardless of the level of seniority of person that is the subject of the appraisal.



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What is 360° Appraisal?

360° appraisal (or feedback) is used by organisations worldwide to improve organisational performance. It is a process which allows individuals to have their perceived performance rated by those with whom they have to work, including direct reports, peers, managers, co-workers, customers or clients. All appraisers are anonymous.

Appraisal plays an integral part of the manager's and Board member's role. It is a powerful tool for improving the performance of the team and encouraging personal development. It is also an essential process for supporting, motivating and developing employees.

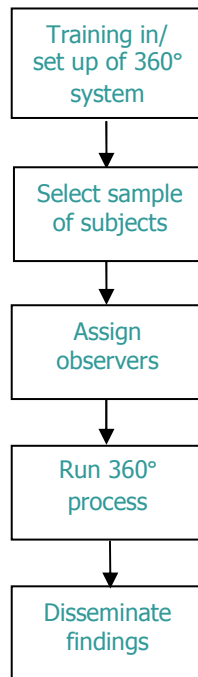
A properly designed and managed appraisal process is the most efficient and cost effective means of identifying and managing employees performance and development needs. It is also the best method that you have to focus employees on those activities that will deliver the greatest impact on your business. The process is driven by electronic or paper forms and is self-documenting.

To help you develop the skills you need to implement an effective performance review process, EVH offers a tried and trusted 360° scheme at a very keen (members only) price. This scheme is specific to the sector and was developed as an option to complement conventional appraisal by the line manager, a process which when used alone, can be limited by high emotional involvement and low credibility.



The EVH 360° appraisal system

The system can handle large numbers of subjects (appraisees) with the minimum of intervention. It allows organisations to move staff quickly and discreetly through the process and to provide confidential and anonymous reports for the subject and a designated development person. The flow chart shows the process in outline.



After the client receives initial guidance from EVH in applying the system, a sample of subjects is chosen for appraisal. Observers are then selected for each subject. Subjects will often be observers for other subjects.

The 360° process is launched and in most cases feedback will be gathered within 2-3 weeks. During this time, electronic reminders can be sent to encourage observers to complete their feedback. However as the system is anonymous, it is not possible to tell who has or has not responded.

The findings are then fed back to the subject by a sensitive and knowledgeable person, e.g. HR manager. The process works best when the subject has sight of the aggregated feedback prior to the formal meeting with the designated person. This allows the subject to consider themselves against any identified gaps and prepare to discuss how these might be best met.

How is 360° appraisal managed in an organisation?

- 360° appraisal is usually organised with the help of an outside specialist, who will work with the client to develop a suitable list of competences.
- This can be an expensive and time consuming process. However EVH has identified sets of appropriate competencies.
- This means that member organisations are now able to tap into this system at moderate prices and with minimum administrative difficulty.
- At no additional cost EVH can typically act as "administrator" on behalf of the organisation concerned.
- Being entirely web-based, organisations can be comfortable that data collected is securely stored externally to ensure confidentiality.

Why use 360° appraisal

360° appraisal offers a relatively neutral and balanced way of involving individuals in their own development using a credible process. It can be run periodically in the same way as an additional component to conventional appraisal. Benefits include:

- Opportunity for individuals to learn how colleagues perceive them, leading to increased self-awareness.
- Can provide excellent information to an individual about what they need to do to enhance their career.
- 360° feedback is felt by many employees to be more accurate, more reflective of their performance, and more validating than feedback from the line manager alone.
- When feedback comes from a number of sources, the risk of discrimination (race, age, gender etc) is reduced.
- The “horns and halo” effect (manager rates performance based on the most recent employee interactions) is minimised.
- Subjects receive valuable feedback about the quality of their products or services, allowing a path to improvement
- Encourages targeted self-development.
- Increases understanding of the behaviours that improve personal and organisational effectiveness.
- Can promote a more open culture where giving and receiving feedback is an accepted norm.
- Provides impetus for change through better communication
- Allows evaluation of the process and the scope for modification for future use
- Multi-observer feedback across multiple subjects provides comprehensive information about organisational training needs, allowing course planning, cross-functional responsibilities, and cross-training.

What is needed for 360° appraisal?

Most 360° appraisal systems use 3 controlling processes, usually form-driven

- A process to develop a form with a list of competences (behaviours and skills) that subjects (appraisees) should demonstrate in their posts. Generic lists are modified for the organisation's need. These are scored or rated by observers (raters)
- A process to collect observers for the individual concerned: with paper or semi-electronic systems, 9-12 observers is the maximum. For electronic (web form) systems, there is no limit but typically not more than 20-25 observers would be able to comment on an individual's performance
- A process to report and disseminate the findings on a confidential and development-led basis. There is usually a designated feedback person, e.g. an HR manager or similar, to help interpret the results with the subject.

A word of caution!

360° Feedback is only one component of the overall appraisal process. This type of feedback helps better identify broad development needs of the subject.

However there still needs to be examination of targets, objectives and other measures of performance to complete the picture. And whilst the 360° feedback system stores feedback on a web based basis, a face to face discussion with the subject still needs to take place so that feedback may be constructively interpreted.

This meeting would also provide the opportunity to agree and record local arrangements for future targets, objectives and training/development activities.

This type of subject specific plan is best created and stored locally, so that informal follow up and review throughout the remainder of the appraisal interval can be achieved most simply.

Flexibility

EVH has created two sets of characteristics and survey prompts to ensure both managers and those occupying less senior roles can be equitably accommodated within the system. We believe these choices offer suitable approaches for members of all shapes and sizes. It is not practical for EVH to contemplate tweaking either of these to suit specific members' particular desires. processes locally.

What is included

All administration is confidentially handled by EVH staff who will load the prompts, send invites and reminder emails to assigned observers and provide secure links to aggregated feedback only to those persons identified by the organisation as entitled to receive it.

A "feedback guide" which explores typical results will also be provided if required. This includes generic commentary and tips on example results. EVH staff do not see the aggregated feedback for any subject and thus cannot offer specific comment on any individual's results. This manual will help those designated to offer feedback in interpreting data collected.

EVH will ensure secure web based storage and will cover the ongoing cost of doing so. We will also delete information collected and stored upon instructions from the client organisation.

The cost is £225 plus VAT per subject (person to be appraised). The number of observers assigned makes no difference to cost - though we strongly suggest no more than 20 or so observers be assigned, far less in most cases.

Observers may be drawn from internal colleagues, peers, direct reports, line manager and Committee members. External observers could include senior officials in partner organisations upon which the work of the subject has a direct relationship.

Availability

360° feedback may be arranged at any time throughout the year to suit your existing appraisal schedule.



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EVH ROOM HIRE



Looking for a venue for a meeting or event, but want something different? Look no further. Based in the heart of Glasgow city centre, our fully refurbished Rennie Mackintosh influenced loft space offers something a little different to the norm. Betty's Room boasts natural daylight and has a fully integrated AV set up offering:

- Wall mounted projector & screen
- Lectern with integrated mic
- Wi-fi high speed internet access
- Hearing loop
- Skype (free calls)

And much more. Interested...then take a look at our dedicated website where you'll find full info on our 2 rooms and how to make booking enquiries.

EVH members get a 20% discount on the listed prices!!

www.evhevents.org.uk