

Fact Sheet: 180° Co-worker Review

- We base many of our profiling instruments, including our 180° Co-worker Review, on the leading International Baldrige Criteria for performance excellence, an internationally recognised framework that reflects a balanced scorecard approach.
- Our survey is an easy-to-administer questionnaire for comprehensively reviewing employees at any levels of the organisation. It captures anonymous feedback from the individual, their manager and their peers. This feedback provides a measure of how well the individual is contributing to the organisation.
- The survey captures feedback across seven key themes – attitude, composure, integrity, people skills, performance, reliability and team player. This provides a measure of how well the individual is contributing to the team and to the organisation.
- This instrument will provide real insights into performance, is an effective tool to support and develop team building initiatives and a culture of accountability. It can be used as part of a probationary process or as part of the annual performance review. It can also stand alone, be used for selection and development and / one-personal development or succession planning.
- Rather than a simplistic 'gap analysis', our survey defines exactly what the priorities for the individual are, so you can get the action planning started immediately. It presents an overall score, identifies key issues and uses written comments to bring the numbers to life.
- The final report is user-friendly, provides benchmark scores, identifies key strengths and opportunities to improve and sets priorities for improvement.

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We have had considerable success by combining the 180° Co-worker Review with the Hogan Development Series and facilitated feedback/coaching sessions.

If you would like more information on these services, please speak with one of our consultants.

The 360° Review and information herein are protected by copyright

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How our questionnaire works

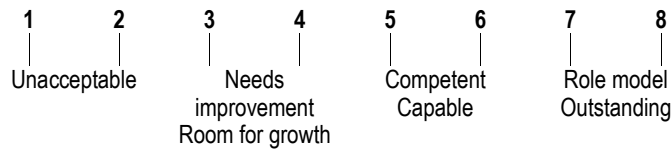
The survey is made up of three sections.

Section A: The Contribution Index

The first part of the survey consists of 30 questions on a scale of 1 to 8.

1	This person works well with other work areas, doesn't have a "them and us" attitude:	No, not really	① ② ③ ④ ⑤ ⑥ ⑦ ⑧	Yes, definitely
2	This person has very good people skills::	No, not really	① ② ③ ④ ⑤ ⑥ ⑦ ⑧	Yes, definitely

The scoring scale ranges from a low of 1 through to a high of 8. Raters are asked to keep in mind the following descriptors when choosing a number:



In this section, scores are provided for the seven key themes – attitude, composure, integrity, people skills, performance, reliability and team player.

Section B: Strengths and Opportunities to improve

This section is where the action planning for improvement takes becomes clear. We ask raters to identify (from a list of 26 items) the participant's strengths and opportunities to improve. The results are cross-referenced with the Contribution Index to provide a solid base for the development of an action plan.

Section C: Written Comments

In the final part of the survey we move away from the "tick and flick" approach and allow people to express opinions in their own words. We ask raters to provide written comments regarding the strengths and opportunities for the individual. These written comments add important qualitative meaning to the numbers and themes already reviewed.

Preparing to run a 180° Co-worker Review

Step 1: Paper Based or Online? We can do both.

Step 2 Communicate with your employees.

Regardless of whether you are collecting the feedback using online or paper based questionnaires, you need to make all those participating aware that you are preparing to run a survey.

All employees – not just the subjects of the 180° Co-worker Review - need to understand that you are conducting the review and why. We have standard templates that can be adapted to suit your work environment. You may like to conduct a briefing for those participating.

Above all, it is critical that employees understand that their feedback is anonymous and that the results will be used in a positive and professionally way.

Step 3: Select the pool of raters.

The feedback should be completed by an appropriate mix of the participant's managers, colleagues and peers. When selecting colleagues and peers as raters, we ask you to choose people who have a significant relationship with the participant. They may work with them in as part of an internal customer relationship, on the same team or on a project together. They don't have to have worked together everyday, but you should choose people who have some experience of working with, for or around the participant.

To conduct an effective review, a minimum of five people must complete the survey. Ideally, 8 – 12 surveys would be completed.

Step 4: Go live with data collection.

If you are distributing the survey online or paper based for completion in the employees' own time, we recommend that you allow 2 weeks for the surveys to be returned.

For programs involving 10 or more participants, we ask that you allow at least 15 working days for data entry and report preparation.

How our 180° Co-worker Review Report works

At Peter Berry Consultancy Pty Ltd, our focus has always been on identifying your key issues and coming up with practical solutions for the way forward. Our 180° Co-worker Review report is informative and is designed to identify strengths as well as opportunities to improve.

Section 1: Contribution Index

Based on the responses to the 30 questions contained in the Contribution index, each manager will receive an overall rating based on the following scale.

Score	Category
6.5 and above	ROLE MODEL/OUTSTANDING (GOLD)
6.0 to 6.49	ROLE MODEL/OUTSTANDING (SILVER)
5.0 to 5.99	COMPETENT/CAPABLE
4.99 and below	NEEDS IMPROVEMENT/ROOM FOR GROWTH

Section 2: Themes

In this section, scores are provided for the seven key themes – attitude, composure, integrity, people skills, performance, reliability and team player.

This section outlines the participant's own rating and matches it against how others see them. If done as part of a group, the report will also include the group average.

Section 3: Themes & Questions

The score for each of the seven themes is generated by the scores received from a series of questions related to each theme. In this section, those questions are grouped together to provide more insight into each theme.

Section 4: Strengths and Opportunities

In this section participants receive two lists which highlight their Strengths and Opportunities to Improve.

This part of the report builds confidence by confirming their major strengths. It also establishes priorities for future improvement and allows participants focus on specific issues.

Section 5 – Written Comments

In the final part of the survey we present verbatim opinions of the raters regarding the strengths and opportunities for the individual. These written comments add important qualitative meaning to the numbers and themes already reviewed.

Other Considerations

Proactively using the results for development.

We recommend that you focus on developing personal action plans to address issues highlighted by the reviews. In doing so, there are a number of things to consider:

Coaching Session: Externally facilitated coaching sessions focussing on the 180° report can remove much of the anxiety often associated with this type of feedback. Using an external coach increases the level of participant objectivity and allows them to more easily recognise areas for improvement and focus on developing a personal action plan.

Personal Action Plans: An outcome of the coaching session is the development of a personal action plan. This plan should be shared and 'signed-off' by the participant's manager and to ensure accountability can be integrated into a broader performance management program.

Regular Health Checks: Having gone through the process of collecting employee feedback and developing an action plan, we recommend that the plan is reviewed every six months. We also recommend that the 180° process is conducted annually. This will allow you to quantify improvement and fine tune development activities.