

Hogan 360 Fact Sheet

Answers to all your frequently asked questions!

Overview

The Hogan 360 Report powered by Peter Berry Consultancy (PBC) is a comprehensive multi-rater feedback tool designed to help career-minded individuals and leaders at any level of an organisation gain a better understanding of how they are perceived by managers, peers, direct reports, and others. The report uses an easy-to-interpret leadership framework to provide a real-time look at an individual's attitude, behaviour, and performance. Commonly used for development purposes, the report offers constructive feedback and sets priorities for improvement.

Purpose: The Hogan 360 can be used for professional development, leadership development, talent management and more targeted coaching around specific leadership skills.

Languages available: English (British), English (US), Chinese, Japanese, Danish, Dutch, French, German, Greek, Portuguese, Portuguese (Brazilian), Romanian, Spanish (Neutral), Spanish (Mexican) and Arabic. Additional languages are being added regularly, contact support at support@hogan360degree.com.au for an updated list.

Translations: Please contact support@hogan360degree.com for a status of other languages.

Qualification

What are the requirements to use the standalone report?

Individuals must have completed the [Hogan 360 qualifying webinar](#) or be trained by a Hogan distributor or partner. They also must be appropriately qualified and/or trained to meet local requirements.

What are the requirements to use the Hogan 360 report with Hogan Personality and Cognitive assessments?

The Hogan 360 can be used standalone or with the Hogan Assessments. Individuals are required to meet Hogan and local requirements with regards to Hogan certification, and are also required to complete the Hogan 360 qualifying webinar or be trained by a distributor.

Is feedback required?

Participant feedback is highly recommended and is in line with best practice. 360 results can have significant impact on the participant and therefore feedback is important.

General Information

Once the Subject and Evaluator Nomination Form is received how long until the survey is launched (invitations sent)?

Invitations would be sent out within 1 business day of receiving a standard order.

Is the client notified when the survey is launched and the invitation emails are sent to evaluators?

Yes, the client contact will be informed when the initial email invitations have been sent. They will also be provided with a link to access a dashboard to review completion status.

Do system sent emails ever go into the spam/junk folder?

Whilst we take steps to alleviate emails being caught in spam/junk folders, organisational security levels vary, as a precaution we recommend organisations seek clarification from their IT division and request that the system email address is “whitelisted”. Refer to the whitelisting section in this document. Please contact support@hogan360degree.com for further information or download the full document for the IT division

[Click here](#)

How long does it take to complete the survey?

Each survey takes 15 to 20 minutes to complete.

Are the responses confidential?

Responses are confidential for all non-manager rater categories. Data for raters in those categories (e.g. peers and direct reports) will not be presented if there is only one evaluator in that group; however, the data will be included in the overall item ratings and theme scores.

If a rater begins to complete a survey and is unable to finish (interrupted, etc), can they log back in to finish? And is the login process the same when they log back in?

The survey automatically saves the last page they were up to. Once logged into the survey platform, they will be able to resume incomplete evaluations from this point.

Can the data collection deadline be extended if the completion rate is not satisfactory?

Yes, prior to closing the survey we will liaise with the client to confirm they would like the survey closed.

How will the written comments appear?

The comments will appear in the report verbatim. We suggest reviewing the open comments before providing the contents of the report to the subject.

How will the organisation receive the completed report/s?

The final report will be emailed as a PDF to the client contact listed when ordering. A qualified provider should provide the subject with feedback on his or her report in person or via email.

How long does it take for the report to be generated once the data has been collected and the survey closed?

Standard reports are delivered 72 hours from close of data collection.

Can you suppress the benchmarks and group average from the report?

Yes, please choose this option when ordering.

When will invoicing occur?

The invoicing will occur at the launch of the survey, as at this time PBC incurs costs from our technology supplier.

Is access to completion rates throughout the survey available?

Access to the system is available through an online dashboard, this is a standard feature and a link is sent once the survey is launched.

Is there a platform to self-administer the assessments?

Yes, the Hogan 360 administrative “Super User” access is available. The platform will streamline the assessment process and help maximise the utilisation of the Hogan 360 tool. The Super User platform provides your company the flexibility to self-administer the end to end Hogan 360 process, including;

- Manage Subjects and Evaluators
- Send invitations and schedule reminders
- View a live rater response read-only dashboard and provide this to selected colleagues
- Download final reports

Evaluators (Raters)

Are evaluators forced to answer every question?

No, in the rate on scale section (first 50 items) there is a Not Applicable option. In the ranked options (Strengths and Opportunities) section they are required to select a minimum of one strength and one opportunity.

How will evaluators be contacted?

All email correspondence will be sent from support@hogan360degree.com.

What is the minimum number of evaluators required?

We recommend 8-15 evaluators. A report cannot be produced with less than five evaluators.

Is there a minimum or maximum for the evaluator categories?

For a standard report, a maximum of five evaluator groups (excluding Self) can be provided. Normally this includes three evaluator groups. We are able to provide up to five evaluator groups (excluding self) at no extra charge. These evaluator groups are completely customisable. Some examples are provided below:

Example 1: Self, Manager/s, Peer, Report, Stakeholder, Others

Example 2: Self, Manager/s, One-up Manager, Peer, Report, Others

Example 3: Self, Partner, Senior Council, Senior Associate, Peer, Report

If you require more than five evaluator groups, there will be additional costs, this will require scoping.

If the subject has two managers how will this appear on the report?

The combined manager rating will appear or there is also the option to have multiple manager categories which is often seen in talent programs.

Can evaluator categories be added/changed (e.g. add “Other” or change Managers to “Partner”)?

Yes, however, there are certain limitations to the number of characters that can fit into the column space on the report. e.g. Stakeholder (Stkhldr).

If a customised report is developed is there a maximum number of rater groups? Or a maximum number of evaluators allowed?

It is possible to generate a report with more than 5 evaluator categories, however, the additional programming and report format change will take time and incur a charge.

Please note that we recommend 8-15 evaluators in total. It is important to select evaluators who have a day to day working relationship with the person they are providing feedback on, otherwise evaluators may not have the in depth knowledge required to answer the questionnaire.

Can evaluators receive communications and complete the questionnaire in a language separate to that ordered?

Yes, if notified before launching we are able to set certain evaluators to receive communications in any of our available languages.

Report/Questionnaire

Why does the Hogan 360 questionnaire use a 7-point scale?

The 7-point scale is preferred as it provides greater scope for rating. Whilst a 5-point scale is regularly used, you will see a lot more variation in 360 ratings using a 7-point scale. Additionally, the work by Nunnally 1978, "Psychometric Theory" indicates that the 7-point scale is slightly better than the 5-point scale.

Is the sample report provided based on real data?

Yes, this is based on real data. The subject has provided permission to use their report data.

How is the "Score" near the top right of page 3 on the sample report derived?

It is an average of the responses for the 50 items, excluding the self-evaluation.

Name
Maria Sample
Score
6.3
No. of Raters
13

On page 4 and 5 the scores are sorted from the highest to the lowest score. The global benchmark is also listed.

Where did the 26 items for the Top Opportunities and Top Strengths come from?

These tables were developed from over 3,000 360's qualitative responses about managers' strengths and opportunities.

On the "Top Strengths/Opportunities to Improve" pages of the report, can you please explain the four columns with numbers in more depth? How are each of these numbers derived? What is the total score?

Each evaluator selected their top 4 opportunities for the participant to improve from the list, their first choice is given a score of 4 points, second 3 points, third 2 points, and fourth 1 point. The total score column is the sum of the weighted scores from all evaluators for each item. The global average column is the benchmark rank for each item. The group rank only appears if a group report has been generated; it contains the rank for each item for the group. The *Your Rank* column is the rank of each item sorted by the *Total Score*. The items in these tables appear in descending order of *Total Score*.

Top Strengths

Raters were asked to choose the top four strengths from the list below. The top strength has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1. The score in the right-hand column is the sum of the scores. You should note that the top listed items indicate that there is agreement about your strengths. A blank Total Score indicates that no raters picked those items from the list. There are no self scores in the calculation.

Global Ave	Group Rank	Your Rank	Strengths	Total Score
13	1	1	Has strong leadership skills	31
15	4	2	Is visionary and strategic	24
3	9	3	Has a positive and enthusiastic attitude	10
23	14	4	Sets clear goals and drives results	10
12	6	5	Strong communication skills	9
19	10	6	Is a positive role model	8
8	3	7	Has high ethical standards and integrity	6

Do you have development recommendations for each of the “Top Opportunities”?

Yes, the Development Reference Guide provides a summary of the item, key questions to ask the participant and development activities.

Are evaluator comments able to be divided into evaluator groups (peers, direct reports, etc.)?

Yes, this is a standard feature. Note: where there is only one evaluator in a non-manager rater group all non-manager comments will be combined.

When the subject only has 2 direct report evaluators, will their open-ended comments be provided?

Yes, open-ended comments are always provided verbatim, they are also broken down by rater category. Where there is only one evaluator in a non-manager evaluator group (such as ‘direct report’) all non-manager comments will be combined.

Are the open-text comments edited before the report is generated?

No, the open-text comments are included in the report verbatim. We suggest reviewing the open comments before providing the contents of the report to the participant.

Can the report page sequence or development plan be changed?

Yes, the order of the pages in the Hogan 360 report can be changed to meet specific client requirements. The Development Plan page can be customised to be consistent with the organisation’s terminology.

Can a copy of a report be produced for a participant in an additional language?

Yes, included in the price; standard individual reports can be delivered in two available languages. If report generation in additional languages is required there will be an additional charge. Only applicable to published languages, please contact support@hogan360degree.com to confirm available languages.

If a participant does not want to share the complete report with others or provide feedback to rater, what is recommended?

We recommend that the participant shares the “Top Strengths” and “Top Opportunities” tables.

Group/cohort reporting

Is there a group report to aggregate the findings for a team or group?

Individual Hogan 360 results can be combined to create a Hogan 360 group report. The Hogan 360 Group reports capture data from multiple individuals and generates scores for the group to highlight group-level strengths and opportunities and can be used to help inform priorities for leadership and team development programs. Group reports can be generated for intact teams or cohorts.

The **Intact Team Group Report** is suitable for teams or groups of people who work together on a regular basis. It helps intact teams identify their collective strengths and development opportunities and also contains global benchmarks that enable the team to compare their performance to other intact teams from a variety of industries and sectors.

The **Cohort Group Report** is useful for groups who may not necessarily work together on a regular basis, however, share a commonality such as being part of the same business division, leadership group or leadership program. It helps groups to identify their collective strengths and development opportunities and also contains global benchmarks that enables the group to compare their performance to other groups from various industries and sectors.

Is there a minimum number needed to generate the group report, either Intact Team or Cohort?

A minimum of 3 participants are required to generate a group report.

Summary Report

The Hogan 360 Summary report compares individual scores from participants in the group in a side-by-side layout for ease of comparison and works as a complement to the Hogan 360 Group report.

Analytical reports are also available.

Is there a minimum number needed to generate the group report?

A minimum of 3 participants are required to generate a group report.

Benchmarking

What is the global average score?

The 2017 global average consists of the following;

- 10,567 contemporary managers
- 98,685 evaluators
- a cross section of various industries

Please note this is updated annually to keep a contemporary benchmark representation of the global environment.

Can you provide additional information on the international benchmark group?

Please contact support@hogan360degree.com for this information.

What benchmarks are currently available?

We currently provide global benchmarks or organisational benchmarks, contact support@hogan360degree.com for more information. Qualified users will be advised of updates via Hogan 360 news updates.

Are benchmarks available by job level?

Yes, benchmarks are available by various job levels including Board, CEO/Executive, General Manager/VP, Manager etc. We would need to map the various levels to the organisation's hierarchy.

Is the Hogan 360 repeatable?

Yes, the Hogan 360 provides a real-time snapshot of a leader's attitude, behaviour, and performance. Often the Hogan 360 is used at the start and towards the end of a leadership or talent program to identify changes.

What do the percentiles mean in relation to cutoff scores?

Based on the set of data we have from conducting 360s, the cutoff score is the score at which one would find each percentile; e.g. 90 percent of leaders in the global benchmark fell at or below 6.0 (at the point at which the sample report was created).

Benchmarking your score

By researching the results of thousands of managers, the benchmarking cutoffs are as follows:

Note: the cutoffs below apply only to the 'Hogan 360° Score' above.

10 th percentile	25 th percentile	50 th percentile	75 th percentile	90 th percentile
4.9	5.3	5.6	5.9	6.1

Typically scores change when evaluators change. Scores differ by industry and country due to evaluator response style. As such, how reliable are benchmark scores? Our benchmark includes a representative sample of industries and levels. For specific projects within specific countries, that's where the group benchmark score will be most meaningful to pick up on the specific nuances on projects and cultures.

Item Bank

Additional benchmark items are available. The Hogan 360 is a versatile tool that can be customised to meet an organisation's requirements. One way that the Hogan 360 can be customised is through adding up to 20 new items to the standard set of 50 benchmarked items.

These items can be designed specifically for the organisation, or can be selected from a contemporary item bank which currently includes benchmarked items for the following common competencies/capabilities

- Agility
- Change Leadership
- Change Management
- Digital Focus
- Judgement/Decision Making
- Diversity and Inclusion
- Agile Leadership
- Commercial Acumen
- Project Management
- Safety Leadership
- Strategic Intent
- Work Life Alignment and Wellbeing

Customisation

Can I customise the report? Yes, a variety of customisation options are offered at no extra charge; including client branding, adding extra rater groups up to five, and adding 20 rate on scale questions (refer to the previous section, Item Bank).

Full customisation is also offered at additional charges, including mapping to a leadership framework and building a fully-customised report.

Can items be modified?

Minor changes are available (e.g., renaming the word “Customer” to “Client”). Major item customisation would be subject to scoping and may incur additional costs.

Can rate on scale questions be altered, or additional questions be added to the survey?

In order to maintain the integrity of the global benchmarking, we will recommend you add items rather than replace items on the Hogan 360.

As previously mentioned, additional rate on scale questions can be added to the Hogan 360 to target specific competencies, values, industries or occupations, at no additional charge. Please contact support@hogan360degree.com for further information on this. Provided below are safety leadership focused items as an example.

Safety Leadership Item Ratings

Rank	Your Score	Item
1	5.9	This person ensures that everyone is aware of all safety procedures
2	5.9	This person serves as role model for safety leadership
3	5.8	This person is open to discussing safety issues anytime
4	5.8	This person fully supports safety audits and/or incident investigations
5	5.8	This person ensures that safety is a key part of our culture
6	5.7	This person puts safety concerns ahead of productivity concerns
7	5.6	This person enforces and regularly improves safety policies
8	5.4	This person makes sure that ours is a healthy workplace
9	5.3	This person ensures that everyone has all necessary safety equipment
10	5.2	This person intervenes when people are not wearing appropriate protective equipment

Can the scoring system’s scale language be changed (e.g. 1 = Does not describe this person at all, being changed to “Low”)?

Yes, it is possible, however, this would require custom programming and subject to scoping. If you would like to use global benchmarks we would need to ensure that the anchors are comparable.

Can the competencies be customised? Is there a minimum or maximum number?

The simplest way is to add extra questions that relate to new competencies. Replacing existing competencies would mean the loss of benchmarking comparison. The standard Hogan 360 allows for additional questions which can be used to create an additional competency. Further customisation would be subject to scoping.

Can the open-ended questions be changed? Is there a minimum or maximum number?

Yes, this would be subject to scoping and the modifications need to be agreed upon. The current questions have been designed together to provide alignment to the open-ended questions. For the standard Hogan 360 there is a minimum of three open-ended questions and no maximum.

Is it possible to have an organisation's logo added to the reports in addition to the Hogan 360 logo?

Yes, we are able to add a logo to the reports, however, the Hogan 360 logo is required to remain on the standard 360. Client logos are also able to be added to the communication emails.

Standard logo specifications

- **Supported File Types:**
 - JPEG/JPG
 - PNG
 - GIF
- **Resolution:**
 - At 96 DPI, minimum 275 x 95 pixels
 - At 150 DPI, minimum 550 x 190 pixels
 - At 300 DPI, minimum 860 x 297 pixels

Is it possible to change the tool's title from '360' to 'Multi-rater Feedback'?

There is flexibility to change the wording of the platform and report from '360' to another title of choice. Please contact support@hogan360degree.com to discuss options.

Can email communications be modified?

Yes, they can be customised. This customisation is required to be completed before the Order Form is submitted.

Relationship with Other Assessments

Would it be redundant for a participant to complete the Hogan Personality Assessments (HPI, HDS and MVPI) and the Hogan 360?

The Hogan 360 is a standalone report that can be used alongside other Hogan assessment tools and reports to provide an additional layer of insight into the individual's personality and behaviours. We recommend using the Hogan 360 in conjunction with the other Hogan tools (HPI, HDS and MVPI) to provide an additional data point in order to better facilitate development.

How does the Hogan 360 relate to other Hogan assessments?

The Hogan 360 provides a snapshot of an individual's behaviour and performance in the organisation at the time the ratings were made. The Hogan assessments provide a profile of more stable personality characteristics. The behaviours described in the report show how the Hogan profile characteristics manifest in the workplace. Receiving feedback on both tools will provide a full picture of an individual's potential and demonstrated work behaviour.

Are there correlations between the Hogan 360 and the Hogan personality scales?

Yes, the Hogan 360 Technical Manual shows the alignment between the Hogan 360 and Hogan personality scales.

Has the Hogan 360 been benchmarked against other 360 assessments?

You would not normally benchmark the Hogan 360 against another 360 as the constructs are different. You would not ask individuals to take both 360s. We can map the Hogan 360 competencies to an individual organisation's competency frameworks. An example of this has been with a global health fund that operates in Europe and Australia. A mapping was completed and additional questions were added to ensure that it met the organisation's competency framework.

Whitelisting and Password Reset

The details below should be provided to the organisation's IT division to ensure that all security clearances are provided for PBC email servers and assessment sites. If the IT division has further requests for information, please contact support@hogan360degree.com or download the full document for the IT division [Click here](#)

Assessment Emails

Email addresses from which emails will be directed to assessment participants and organisers.

These should be whitelisted:
support@hogan360degree.com
surveys@peterberry.com.au
noreply@qemailserver.com

The following IP addresses are for the mail servers involved in provision of the Hogan 360 assessments and support requests. These should be whitelisted.

[192.41.90.131](#)
[74.206.109.38](#)
[66.35.37.111](#)
[162.247.216.50](#)
[162.247.217.50](#)
[162.247.217.50](#)
[162.247.219.50](#)
[203.58.97.212](#)

Website Addresses

The following web addresses are used for assessments and their components. These should be approved for web access.

pbc360.eu.qualtrics.com
pbcusei.co1.qualtrics.com
pbc.eu.qualtrics.com
qualtrics.com
hogan360.peterberry.com.au
peterberry.com.au

Password Issues

If a Subject or Evaluator has previously logged into the survey platform, they will have been instructed to change their password to a unique one of their choice. If the user cannot remember their password, they can use the 'Forgot Password' feature, where they enter their username and request a new password. It is important that the **username** is entered, not the email address. If the Subject or Evaluator is still unable to access the survey platform they should contact their administrator or support@hogan360degree.com

Security and Data Storage

Data Use and Storage

The Hogan 360 data will only be used by Hogan 360 qualified personnel and accredited consultants or HR professionals. We, PBC and Hogan will retain individual raw data for a period of three years. In addition, we, PBC and Hogan may use anonymously held (i.e., identifying information removed) aggregated data for research purposes. All clients and related individuals, including target individuals and other-raters are responsible for complying with national and international protocols covering data use and storage.

Access to Data

Hogan 360 instrument results will not be provided directly to target individuals. The Hogan 360 data of the target individual will also not be provided to other-raters, except in cases where the participating organisation has requested this (e.g. providing the Hogan 360 ratings to the target individual's manager for development purposes). The dissemination of results is the sole responsibility of the requesting organisation, additionally they are responsible for complying with national and international protocols covering data use and storage. Target individuals taking the assessments are not guaranteed access to their individual results.

Primary Security

Personal information is stored by our software provider, who complies with global security standards. Results can only be processed by authorised personnel. Should you require more detail or have any concerns, please contact our office.

Secondary Security

All target individuals and other-raters are provided with a unique link to access the survey platform. In addition, the raw data collected from target individuals and other-raters are encrypted. Each unique link is only valid for the target individual or other-rater who is providing 360 ratings.

GDPR

PBC have considered the General Data Protection Regulation (the "GDPR"), which became effective on 25 May 2018. The GDPR imposes specific obligations on parties collecting, sharing or otherwise processing personal information. In addition, there have been recent updates to the Australian Privacy Act 1988. In accordance with the new data protection regulations PBC have updated its Privacy Policy accordingly. The updated policy may be found at www.peterberry.com.au/privacypolicy PBC also utilise a third-party provider for the administration of its survey platform. Further details may be found at www.qualtrics.com/privacy-statement

Resources

- Qualifying webinar and materials
- Technical Manual and benchmark supplement
- Development Guide for coaches and organisations
- Interpretive Guide linked with Hogan personality assessments
- Research and White Papers
 - Optimizing Feedback - Linking Multirater Data and Hogan Profiles - PBC White Paper - 2012
 - Emotionally Intelligent Leader - Hogan EQ as a Predictor of Leadership Performance - 2014
 - Ratee Personality and Multi-Rater Feedback – How does the personality of rates relate to their multi-rater feedback outcomes? - 2016
 - Unconscious Rater Bias – How your gender can influence how you rate others and how you are rated - 2016
 - Bench Strength of the Leadership Pipeline – Exploring 360° competencies that emerge at different leader levels

Additional Reports – Hogan 360 Suite

- Hogan High Potential 360
- Hogan Leader Focus 360