



**Head
Light**

The 360 Reviewer's Guide
*part of the Best Practice Guide for
using 360 degree feedback*

Talent **Cloud®**. Breakthrough **software**. Raise **expectations**.





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This document serves as a template for you to adapt, tailor and use within your organisation with those asked to feedback their views on a participant as part of a 360 degree feedback programme

It forms part of our broader Best Practice Guide for using 360 degree feedback. You can request the complete Guide [here](#)

This Guide is to support you as a reviewer within the 360 degree feedback programme.

You have been asked to provide feedback to your work colleagues and it is important that you read this Guide before responding to the invitation e-mails and completing your review.

This Guide aims to give you the information you need in order to provide useful and meaningful feedback.

Why use 360 degree feedback?

We have decided to invest in 360 degree feedback as we expect the constructive feedback received by those taking part will inform their development plans and support their performance improvement. 360 degree feedback will enable them to gain a much richer and more holistic picture of their strengths and areas for development regarding their capabilities, behaviour and performance in key areas. It helps a person understand where best to focus their efforts, where behavioural change will have the biggest impact, how they come across to others and what they can do in order to be even more effective. For the organisation, it can help to support more objective and well-informed decision-making about the individual and their future career and development.

Feedback is important but often in our day-to-day lives it isn't given the priority it deserves. With 360 degree feedback, we are giving this priority.

Confidentiality and anonymity

Confidentiality and anonymity are key concepts in 360 degree feedback as people tend to feel more comfortable and so will provide more honest, open and constructive feedback if they are assured that it cannot be attributed to them. However, anonymity may lead to reviewers providing inappropriate, or feedback on an isolated incident rather than looking at performance over time or reviews being made to 'get your own back'.

360 reviews are generally designed so that the reviewer remains anonymous and we do this by [*insert how you have designed the assessment to be like this e.g. few groups of people so larger number of people per group; minimum number of reviewers per group; scores are used to create a composite score*].

So, while the participant knows who has been invited to provide feedback, they do not know who has actually completed it.

The system we are using contains high levels of security, encryption and protection, which allows all feedback provided by you to be completely anonymous. All data will be stored electronically in line with the Data Protection policy.

Please remember that while the responses are anonymous, the text you type into the open ended questions is provided verbatim and you need to think carefully how you write your comments and be aware that you may identify yourself by the comments you make.



Your responsibility as a reviewer in this 360 review

You have been asked to provide useful, honest and meaningful feedback as you are positioned well to observe and comment on the person's performance and their interactions with other people.

Please think carefully about the questions included in the review. Being open, constructive and supportive in your feedback will help those receiving it to build their self-awareness and will form the basis of their development plan.

A 360 review is not the opportunity to air grievances and ratings should be based on someone's overall performance and impact, not based on one isolated incident which doesn't reflect usual behaviour.

We recognise that takes time to provide 360 feedback, and we have kept the assessment length at a reasonable level to avoid impacting too much on people's time; it should take you about [*insert number of minutes*] to complete.

We have focused on the key competency areas of our organisation. These are:

- [*insert competency*]
- [*insert competency*]
- [*insert competency*]
- [*insert competency*]

The online process

The person inviting you to feedback may like to brief you about the 360 and why he or she has invited you. In our experience, we have found that more constructive and beneficial feedback is given when there is this time invested to understand what is needed so please do take the opportunity to talk if asked.

Our 360 degree feedback process will be delivered online. The URL is [*insert URL*] and you are able to access this site at any time, from anywhere you have Internet access.

As your invitation to complete a review on a specific person, an e-mail will be sent to you from [*insert e-mail address*]. If you do not receive any e-mails, please check your Junk e-mail. When you receive the e-mail and are ready to begin the review, click on the link within the e-mail.

To log-in to the site, you need to [*insert instructions*]. If you have forgotten your password or require a new password, please [*insert instructions*].

This will direct you to a screen where ... [*insert text as appropriate*]

[*insert screen shots as appropriate as well as details of setting passwords*]

There will be full instructions given as to how to complete and progress through the assessment.

When you have completed your review, click on [*insert text*]. Please note, you will get a reminder e-mail from the System Administrator before the deadline if you do not complete your review.



Completing the review

You will see that there are text fields throughout the assessment where you are asked to supply evidence to support your ratings. Please give careful consideration to these and provide comments if you are able.

Research carried out by Head Light, the talent management software provider, has shown that over 90% of 360 degree feedback recipients found that the qualitative feedback provided by their colleagues was the most interesting, informative and valuable aspect of their feedback report.

To make best use of your time:

- Try not to spend too much time on each question. Often the first answer that comes into your head is the most accurate one, and even if you change your mind about a rating later, you can go back and change it. But move quite quickly through the questions and use as much of the rating scale as possible.
- Save your responses as you work through the assessment and return to it when you have more time. You don't need to complete and submit it in one sitting.
- Try to do this at a quiet time as the process seems to be much quicker without interruptions and distractions.

Some hints and tips to consider when providing feedback:

- Provide a rating when you can. A *[Not Applicable]* option is provided but please use this only when you are not in a position to comment on this behaviour.
- Be honest. The participant will gain most benefit from feedback which reflects accurately their behaviour as you have observed it.
- Use of the range provided in the rating scale. Don't avoid using the lowest rating as this provides useful developmental feedback and similarly don't avoid using the highest rating as this provides valuable motivational feedback.
- Adding in text in the open fields is not mandatory. Any feedback will be valuable, and it is better to provide some well-considered comments to some of the questions than it is to give short responses throughout.
- Remember that the participant will see all the open ended question text.

Finally, your feedback on completing these reviews is valuable; please contact *[insert name or team]* with your comments and suggestions.

The timeline

The person who has nominated you needs you to complete the assessment within the timescale allowed so that your feedback may be collated with that of other people.

All reviews must be completed by *[insert date]*.

The participant will get a copy of their feedback report which collates all the responses during a facilitated 1:1 feedback session with *[insert department name or coach]*. You are not part of this session – and will not see the report. At the end of this conversation, the individual development plan will be developed and then implemented over the coming months.



Questions

If you have any questions, please contact [*insert name*] on [*insert telephone number*] or e-mail at [*insert e-mail address*]

Next steps

If you would like to know more about good practice using 360 degree feedback, please get in touch.

About Head Light

Head Light is an award-winning talent management software and consulting firm that works with clients to define and implement impactful talent management strategies.

Talent Cloud® is our cloud-based portfolio of integrated talent management software tools designed for those who expect the maximum return from talent management processes. Our training and consulting services uniquely complement our breakthrough software that engages employees, managers and senior leaders in the selection, development and progression of people in their businesses.

Companies in the FTSE 350, public sector, large and small, from retailers to high tech innovators have all benefitted from our tools, techniques and expertise. Founded in 2004, we are headquartered in the UK.

Head Light has attained the ISO27001 standard for Information Security.
Certificate No 217613.





How do I...

transition to Continuous Performance Management

How do I...

introduce robust Succession Planning

How do I...

spot High Potentials and Future Leaders

How do I...

drive Engagement through Career Conversations and Development

How do I...

embed new values and improve culture

How do I...

conduct Skills Assessments and a Gap Analysis