Doing What Matters for Jobs and the Economy
Deputy Sector Navigator (DSN): 360 Service Development Review
Frequently Asked Questions (FAQs)

What is a 360?

The 360-degree feedback process is used for individuals, teams and organizations to gain a more holistic view of the performance of individuals as it solicits feedback from multiple perspectives. Rich data is gathered and collaboratively interpreted to inform developmental opportunities. Additionally, group level 360-degree data can be leveraged to establish behavioral norms and identify competency gaps.

Why is the Chancellor's Office commissioning a 360?

A Quality Service Measure (QSM) was written into the grant language as one of three categories of measures in the accountability for and measurement of key talent grant activities in the ARCC 2.0 framework. Quality of Service (QSM) was to be measured by a 360-degree evaluation sponsored by the Chancellor's Office for key talent roles that include: Regional Consortia (RC), Sector Navigators (SNs), Deputy Sector Navigators (DSNs) and Technical Assistance Providers (TAPs).

- Sept - Dec, 2016: 360-degree Feedback administered as pilot for TAPs
- March – June, 2017: 360-degree Feedback administered for DSNs
- June - Sept, 2017: 360-degree Feedback administered for SNs

By measuring the effectiveness/quality of service, we hope to better position the colleges to support their students. The 360-degree feedback **is for development purposes – to develop individuals and as a key talent group.**   It will not be used to make grant renewal decisions and there are no negative consequences for the results of this evaluation.

How was the 360 developed?

Competency selection and survey item development occurred in individual sessions held with three Subject Matter Experts (1 RC, 1 SN 1 DSN). A competency is a behavioral factor that helps to define actions/behaviors that lead to successful performance. Once the competencies were identified, then behavioral survey items were linked to the corresponding competency. These survey items were validated and further refined in individual sessions held with five other DSNs chosen from a cross section of sectors/regions.

www.appliedlearningscience.com
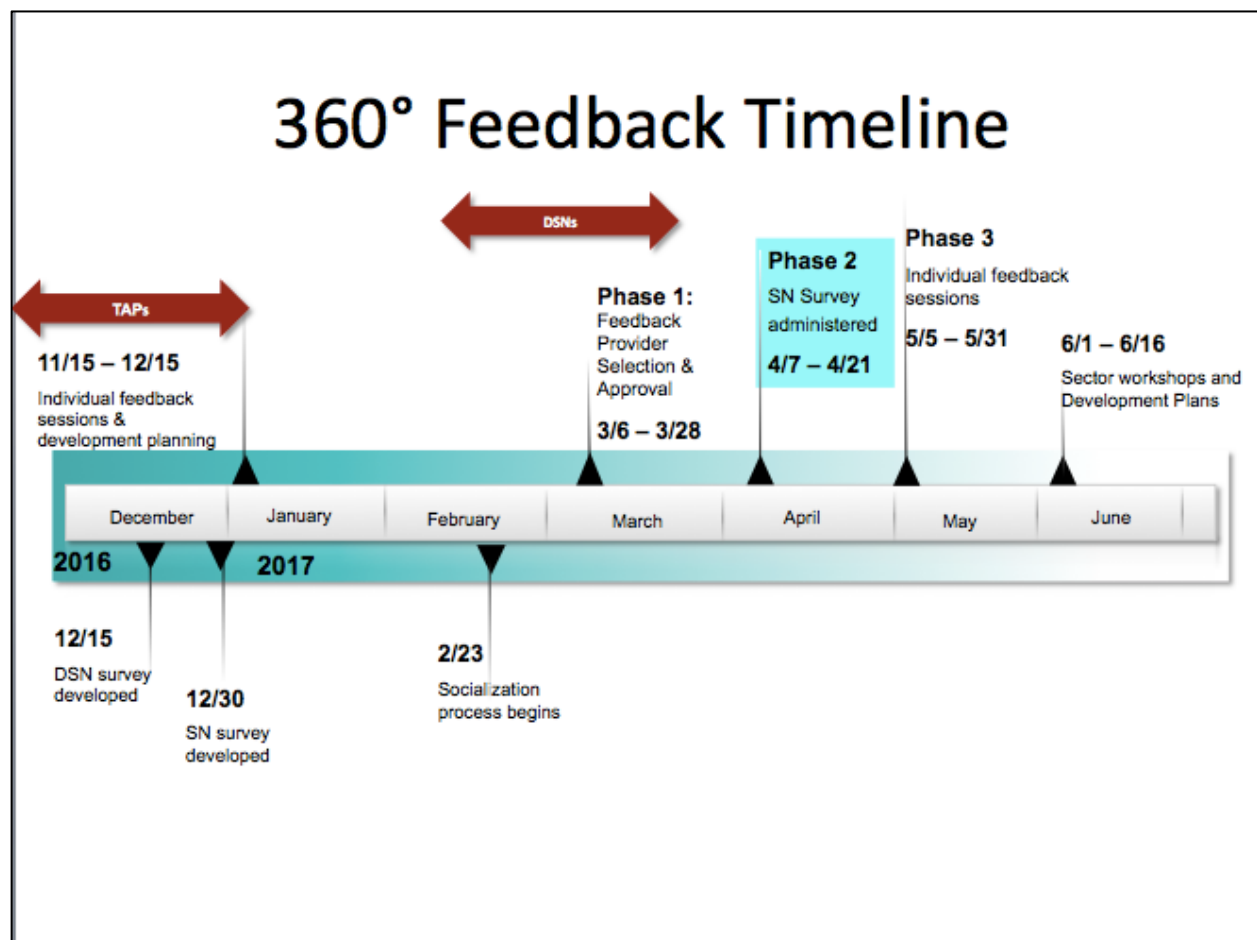
Administration process

Who will emails come from?

You will be receiving emails from Applied Learning Science throughout the process. During the survey administration phase, you will also receive emails from 3D. They are the 3rd party administering the survey in order to provide anonymity and confidentiality.

Who do I contact with questions?

Please send questions to Applied Learning Science at: admin@appliedlearningscience.com

What is the Timeline for this process?

Phase 1 - Feedback provider selection and approval

Who will provide me with feedback?

People you've worked with on projects, teams, or toward a common goal who have observed you in action, over a period of time. Each DSN is to select their feedback providers. Please see the following table for the categories of feedback providers, how they are defined, and how many names to submit from each category.

FEEDBACK PROVIDER CATEGORIES*			
Category	Defined	Criteria	Anonymity for feedback provider
Self	DSN		No
Network Leads	RCs, SNs, Deans, Supervisor of Record	- Must include RC & SN - May also include Dean and/or Supervisor of Record	No, however data will be averaged
Peers	DSNs, TAPs	Provide 5 to 7	Yes, 5 will be randomly selected
Community of Practice	Beneficiaries of your service: faculty, industry & other stakeholders	- Provide 7 - Balanced sample representative of region/sector	Yes, 5 will be selected

Please see the next page for a list of possible feedback providers.

Potential Feedback Providers	Network Leads	Peers	Community of Practice
Supervisor of Record	x		
California Community Colleges Chancellor's Office	x		
RC and SN	x		
Other Key Talent: DSNs, TAPs		x	
Adult Education Block Grant Directors			x
Career Technical Education Deans			x
Contract Education Directors			x
Faculty			x
High School Principals			x
Industry Partners			x
K-14 Teachers			x
Local Department of Education			x
Pathways Trust Directors at K12 level			x
Secondary District Administrators (e.g High Schools)			x
State Academic Senate			x
Workforce Development Board Representatives			x

Why do I have to rate myself?

The report provides a comparison, by competency and for each survey item, between how you rated yourself and how others rated you. People may rate themselves lower or higher on competencies than others. When the difference is significant, discoveries are made and this is often where learning occurs.

What can a DSN expect to do in Phase 1?

- Start thinking about potential feedback providers
- Send email to potential feedback providers (Applied Learning Science will provide draft)
- 3/6 – 3/17: Receive link from 3rd party administrator, 3D, to enter names and emails of feedback providers
- 3/20 – 3/28: Approval process - you will be contacted by Applied Learning Science if there are any changes/requests

Phase 2 – Survey Administration

Will we receive a copy of the survey questions?

Please view the informational PowerPoint, slides 7, 8 and 9. There are examples of 9 survey questions derived from the eight competencies being evaluated. There are a total of 37 questions on the survey. When you receive the survey, try to take it as soon as possible so you can see all of the survey items.

When will the survey launch?

The 3rd party administrator, 3D, will send an invitation by email to all DSNs and feedback providers the first week of April (4/7/17).

What can a DSN expect to do in Phase 2?

- 4/3 – 4/6: Send email to feedback providers 1-2 days prior to survey launch (Applied Learning Science will provide draft)
- 4/7 – 4/21: Complete your own survey (25-35 minutes)
- You may be asked to complete surveys for other DSNs (25-35 minutes/survey)

Phase 3 – Feedback Sessions and Service Development Plans

When will the results from the data be available?

Feedback sessions will begin 5/5. Applied Learning Science will email DSNs mid-to-late April to set a date and time for the Zoom or phone session to review and collaboratively interpret the feedback report. Applied will email each DSN their report one week prior to the 1 – 1.5 hour session.

Who will deliver my results?

An Applied consultant experienced in delivering 360-degree feedback.

Who will see my results?

The Applied consultant will see your results. Additionally, all reports will be delivered to the Chancellor's Office. The leadership team will have access to the results.

How will the Chancellor's office use the results?

The 360-degree process is developmental. This means the results will be used for professional development purposes only. They will not be used to make any grant decisions.

How will I use the results?

After feedback sessions are conducted and you have time to digest results, you will create a service development plan with at least one development goal based on what you learned from your feedback. This will happen either in an individual follow-up session with an Applied consultant or, if sectors decide they would like to review their aggregated data collectively, it may occur at a sector workshop.

Will professional development workshops be offered that address gaps identified by the aggregate results?

Ultimately, the Chancellor's Office hopes to develop a Learning Strategy for Key Talent roles. Aggregated data from all 360 groups will inform this strategy and be used to address any competency gaps. Examples of professional development may include: training/professional development activities that maximize learning and address organizational challenges (e.g., workshops, mentoring, enhanced onboarding, etc.)

What can a DSN expect to do in Phase 3?
- Mid-April: Applied will email to schedule feedback review sessions
- May: Receive report 1 week prior to feedback session
- May: Feedback session (phone, 1-1.5 hours)
- June: Service Development Plan - Sector Workshop or individual follow up session