



Doing What Matters
360-degree Feedback
Deputy Sector Navigators
Webinar

February 23, 2017

Objectives for Today's Discussion

- What is a 360?
- Project Overview
- Survey Development Methodology
- Phase 1: Feedback provider selection process
- Phase 2: Survey administration
- Phase 3: Feedback Sessions
- Timeline
- Q&A

Applied Learning Science

- Specialize in organizational development and assessment solutions
- Leading the 360-degree assessment for the Key Talent Roles
- Primary Consultants:
 - Marcy Willis
 - Anna Campbell



360-degree Feedback Assessment

- Provides holistic view of effectiveness by soliciting feedback from multiple perspectives (Self, Network Leads, Peers, Community of Practice,)
- Individuals are rated on competencies to gather rich data that can be used to inform developmental opportunities
- Group level results leveraged to determine behavioral norms and competency gaps

Better positions the colleges to serve students

Project Overview

Sponsor: Van Ton-Quinlivan

Timeline: Q1-Q2 2017

Background

- 3 categories of measures in the accountability for and measurement of key talent grant activities in the ARCC 2.0 framework
- Quality of Service (QSM) to be measured by a 360-degree evaluation sponsored by the Chancellor's Office
- 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

Objective

Develop and deliver 360 Service Development Review

- Evidence-based outcomes
 - Increased awareness of effective work-related behaviors
 - Increased awareness of communities expectations
 - Greater alignment of service expectations between DSNs and others
- Benefits (how data will be used)
 - Show value that is being provided
 - Benchmark for improvements
 - Learning Strategy/Professional Development

Approach

- **Identify competencies** that define effective role-based behaviors
- **Use multi-rater feedback** to get a variety of perspectives on service effectiveness
- **Provide feedback to key talent** and create Service Development Plans
 - Aligns expectations
 - Set service improvement/development goals
- **Develop technical report** with aggregated data to identify themes/ trends about what is going well and where we can improve (Individual, Sector & Region)
- **Sector workshops** to learn from aggregated data (tentative)

Milestones

Milestone	Timeline
Socialization/Webinar	2/23/17
Feedback provider selection (Phase 1)	3/6 – 3/17
Feedback provider approval (Phase 1)	3/20 – 3/28
Surveys administered (Phase 2)	4/3 – 4/18
Feedback sessions (Phase 3)	5/1 – 5/31
Sector Workshops/Finalize Service Development Plans (Phase 3)	6/1 - 6/30
Final Report	7/10/17

Survey Development: DSN Role

- Serve as in-region contact for a sector, working with the region's colleges and employers to create alignment around and deliver on workforce training and career pathways. There are 7 macro-regions subdivided into 15 economic regions. Deputy Sector Navigators operate at the macro-region level. In certain geographies, there may be two Deputy Sector Navigators providing coverage to the macro-region.
- Within the macro-region, is among 5-7 Deputy Sector Navigators, each serving an industry or occupational cluster selected by the macro-region as its priority or emergent sector targeted for investment. The Regional Consortia has the task of selecting priority and emergent sectors.
- Within the state, belongs to a network of Deputy Sector Navigators within the same sector that is led and coordinated by the Sector Navigator. This network will help the Deputy Sector Navigator normalize workplans, learn of curriculum models and effective practices, and field "how to" questions. The Chancellor's Office communicates to the Deputy Sector Navigators through the Sector Navigators.
- Has shared responsibility for moving the needle on Common Metrics and Accountability Measures.

Quality of Service Measures

QS 1. **Leadership and responsiveness** as a member of the Extended Operations Team of the CCCCO Division of Workforce and Economic Development.

QS 2. Strength of **partnership with education and industry** partners.

QS 3. Strength of **awareness and influence on state and regional policy related issues**

QS 4. Strength of **leadership and coordination in building of necessary supporting capacity**, such as center, advisories, collaborative communities, and a hub.

Methodology for Developing survey



Brings employers, faculty and other stakeholders together in partnership to address workforce needs.

Competencies

Competency	Defined	Survey Item
Accountability	Takes responsibility for actions, decisions and deliverables. Works to establish a culture of accountability by modeling accountability for others.	<i>Follows through on commitments.</i>
Building Trust	Interacts with others in a way that gives them confidence in one's intentions and those of the Doing What Matters For Jobs and Economy key talent group.	<i>Considers others' ideas and opinions, even when they conflict with one's own.</i>
Building Partnerships	Identifies opportunities and takes action to build strategic relationships between one's area and other areas, teams, departments, units, or organizations to help achieve grant goals.	<i>Establishes clear linkage between region goals and potential partnerships to achieve work plans.</i>
Decision Making	Facilitates stakeholder decision making. Identifies and understands issues, problems, and opportunities; compares data from different sources to draw conclusions; uses effective approaches for choosing a course of action or developing appropriate solutions; takes action that is consistent with available facts, constraints, and probable consequences.	<i>Uses metrics and industry data to understand issues, problems, and opportunities.</i>

Competencies

Competency	Defined	Survey Item
Delivers Results	Establishes high goals for grant/community of practice' success and personal accomplishment; meets or exceeds those goals and drives issues to closure.	<i>Removes obstacles by working collaboratively to procure resources that help stakeholders accomplish their goals.</i>
Resource Allocation	Manages grant finances and college resources to enhance region goals. Deploys funds, staffing or resources economically and effectively.	<i>Proactively seeks opportunities to maximize funding and in kind resources (e.g. braid, match opportunities).</i>
Strategic Agility	Is future oriented and adaptable; can anticipate future possibilities and likelihoods and innovate to adapt.	<i>Searches for innovative ways to meet industry/workforce/college needs.</i>
Organizational Savvy	Understands the political environment and navigates it sensibly.	<i>Effectively maneuvers through complex political situations to get things done.</i>

Phase 1:

Feedback Provider Selection

3/6 – 3/18: Feedback provider selection

- Choose and enter feedback providers
- Link will be sent to input names, emails

3/20 – 3/28: Feedback provider approval

- List reviewed for appropriate representation and thoroughness

Feedback provider categories

- Self, Network Leads, Peers and Community of Practice



Feedback Provider Selection



Feedback Providers

Network Leads

- RC, SN, Deans, Supervisor of Record
 - Must include RC & SN
 - May also include Dean and/or Supervisor of Record

Peers

- DSNs, TAPs
 - Provide 5 to 7
 - 5 will be randomly selected

Community of Practice – Beneficiaries of service

- Faculty, industry & other stakeholders
 - Provide 7
 - 5 will be selected by steering committee
 - Representative of region/sector

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

Feedback Provider Selection Process

Suggested Criteria for Feedback Providers

- Regular, work-related interactions over a longer
- Individuals with a high degree of visibility into your work, skills, and knowledge
- Understands the full nature of what you do
- Knowledge of the impact of your work
- Select individuals you work well with and some you do not

Phase 2:

Administer 360 Survey

4/3: Survey sent to feedback providers

4/18: Deadline

- Qualitative
 - Strengths: *This person's most effective behavior/skill at work is...*
 - Opportunities for development: *The one area that this person needs to work on is...*
- Quantitative
 - Example on next slide

You are Rating	Due	Progress	Status
Sample Participant	December 30, 2015	100%	Complete

When the opportunity arises, how often do you see this person do the following?	Never	Infrequently	About Half the Time	Usually	Always	Do Not Know/Not Applicable
1. Attempts to understand the way the organization operates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Proactively works to improve skills or gain new knowledge or skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Considers others' feelings and opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Follows through on promises and commitments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Meets deadlines.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Provides great customer service for internal/external customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Interacts effectively with colleagues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Shares important information with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Works in a way that takes the organization's needs into account.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Shares relevant knowledge and wisdom with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Phase 3:

Feedback Sessions

May

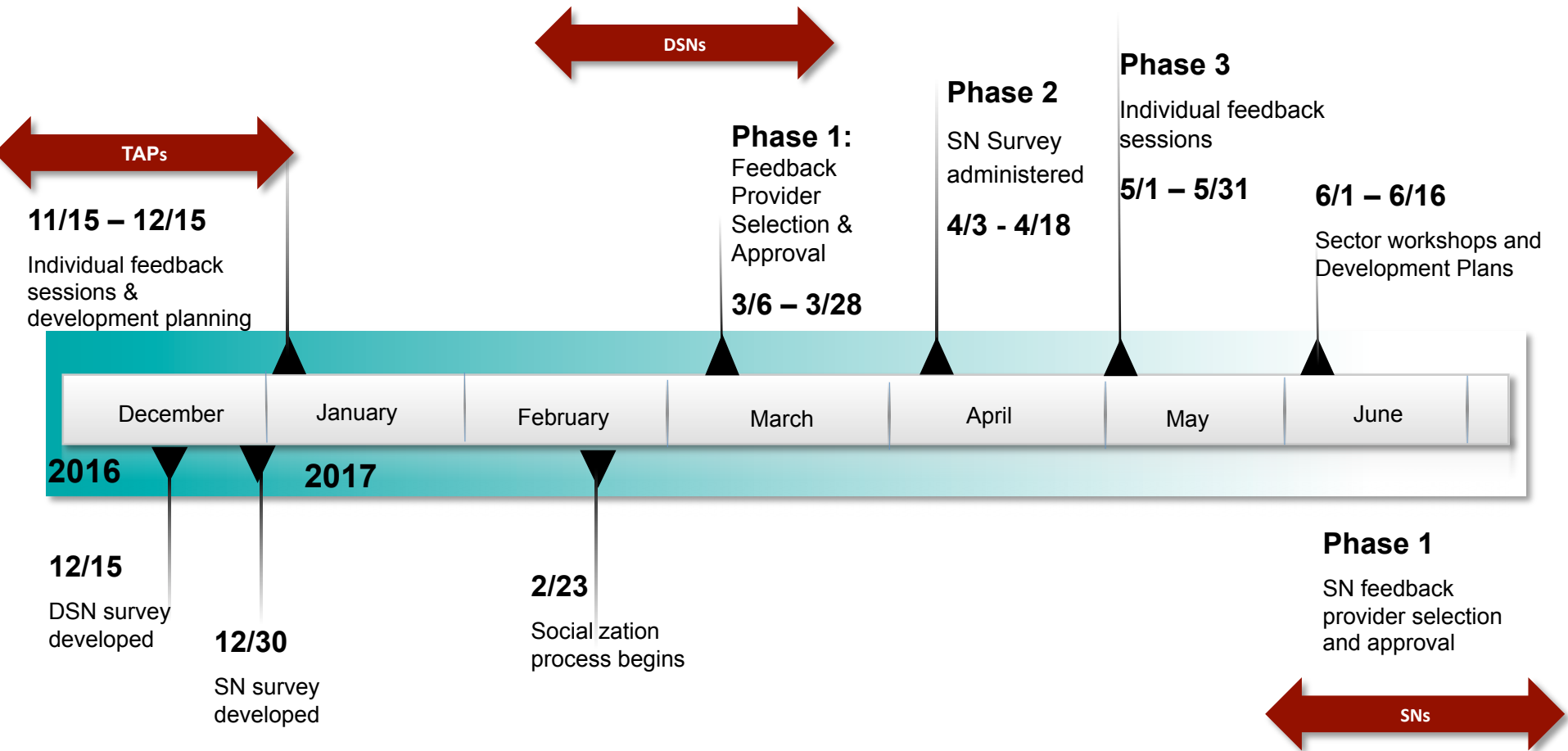
- Individual feedback sessions
- 1 hour phone conference
- Collaboratively interpret data

June

- Sector Workshops
- Service Development Plans



360° Feedback Timeline



DSN role by phase

Phase 1: Feedback Provider Selection & Approval

- Now: Determine feedback providers (fps)
- Send email to potential fps (we provide draft)
- 3/6 – 3/18: Receive link and enter names and emails of fps
- 3/20 – 3/28: Approval process: will be contacted if any changes/requests

Phase 2: Survey Administration

- 3/31 – 4/2: Send email to fps 1-2 days survey launch (we provide draft)
- 4/3 – 4/18: Complete your own survey (25 minutes)
- You may be asked to complete surveys for other DSNs (25 minutes/survey)

Phase 3: Feedback Sessions

- Mid-April: Will schedule feedback review sessions
- May: Will 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

Next Steps

- 2/27: FAQs and recorded webinar on website
- 3/6: Feedback provider selection begins
 - Begin thinking about who you may ask
 - Send email to them (we will provide draft)
 - On 3/6 you will receive by email from 3D and a link to enter your feedback providers
 - 3/18: deadline

Q & A

1. Answer submitted questions
2. Other questions
3. FAQs on website, Monday 2/27

Additional questions or concerns:
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