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

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.
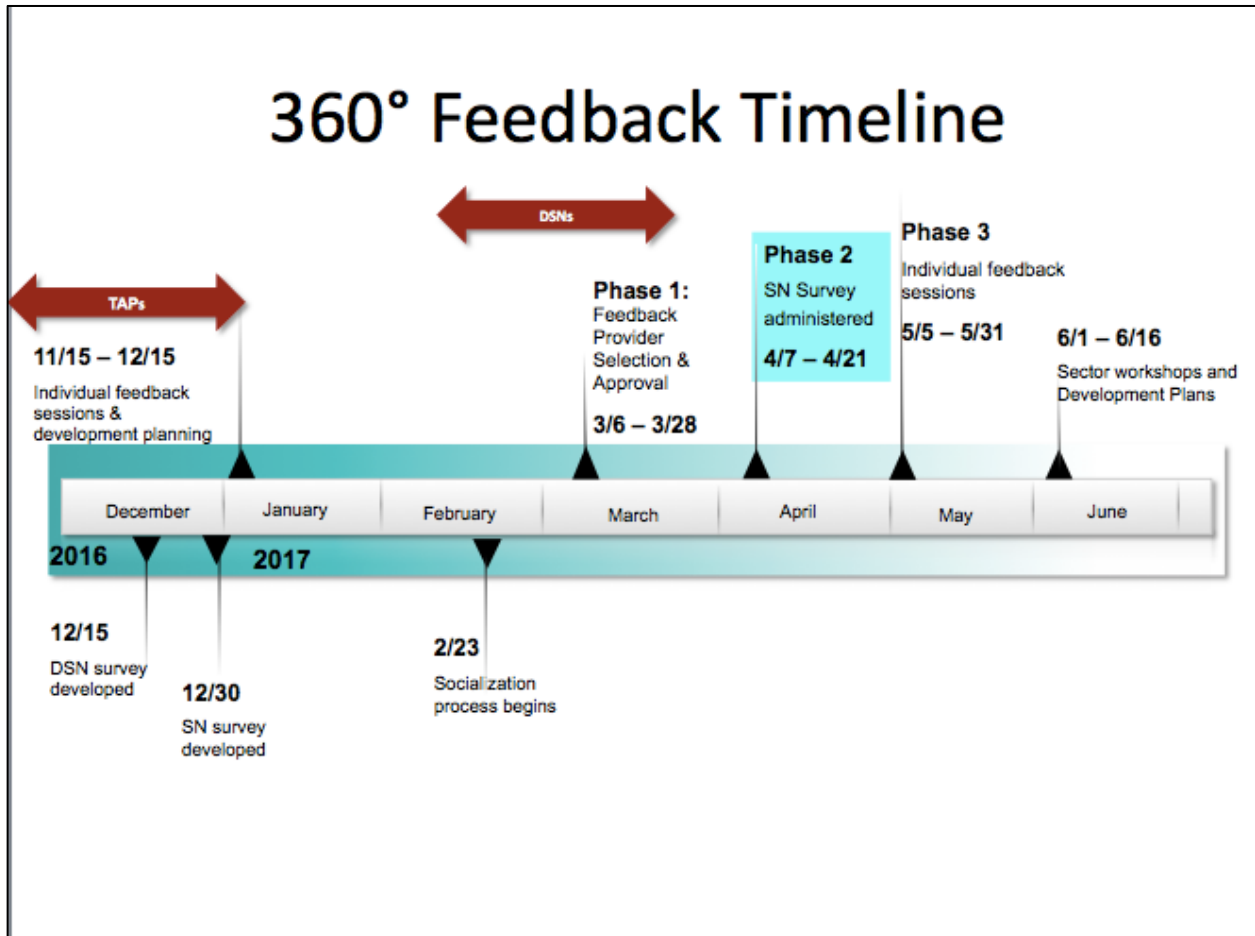
How was the 360 developed?

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.

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Administration process

What is the Timeline for this process?

As a feedback provider, you will be participating in Phase 2, the survey administration phase.
The first week of April (4/7/17), you will receive an email invitation from 3D Group with a link and instructions for taking the survey. The survey will be open for two weeks and the deadline to complete it is April 21st.

360° Feedback Timeline

DSNs

TAPs

11/15 – 12/15
Individual feedback
sessions &
development planning

Phase 1:
Feedback
Provider
Selection &
Approval

3/6 – 3/28

Phase 2
SN Survey
administered

4/7 – 4/21

Phase 3
Individual feedback
sessions

5/5 – 5/31

6/1 – 6/16
Sector workshops and
Development Plans

December	January	February	March	April	May	June

2016   **2017**

12/15
DSN survey
developed

12/30
SN survey
developed

2/23
Socialization
process begins

What should I keep in mind as I take the survey?

When writing comments, be as specific and constructive as possible. Give behavioral examples of what the person has done well or can improve. Also, there will be items you may not have observed. If you have not observed a specific behavior, use the "Do Not Know/Does Not Apply" response.

applied
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When rating behaviors, try to avoid these common rating errors:

1. Leniency Bias: Tendency to rate individuals highly and rarely using the lower end of the scale. Being too lenient. Even the best of us have things we can improve upon. We have strengths as well as weaknesses. Understanding both is important to growth and development.
2. Central Tendency Bias: Tend to give middle point ratings on behaviors, rating "in the middle of the road". It is difficult for someone to develop skills if their ratings are all average. You want to be able to differentiate.
3. Recency Bias: Raters tend to put more weight on recent events. What happened in a meeting last week may not accurately reflect a specific behavior. Instead, think about observations of the behavior over a period of time.
4. Halo and Horn Effect: Tend to use a global impression of the individual, positive or negative, and rate a group of behaviors all the same. You may have a generally positive or negative impression of someone and so you disregard specifics of their behavior. Don't rely on your overall impression of the person--rate each behavior individually.

Who will emails come from?

During the survey administration phase, you will receive emails from 3D Group. 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

Phase 1 - Feedback provider selection and approval

Who will provide DSNs with feedback?

Each DSN will select their feedback providers. The feedback providers will be people DSNs have worked with on projects, teams, or toward a common goal who have observed them in action, over a period of time. Please see the following table for the four categories of feedback providers, how the categories are defined, and how many names will be submitted from each category. NOTE: to protect the anonymity of feedback providers in the Peer and Community of Practice categories, 7 names will be submitted by DSNs and 5 will be randomly selected to receive the survey.

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

What can a feedback provider expect to do in Phase 1?

- Feedback providers will be invited by DSNs to participate as a potential feedback provider

Phase 2 – Survey Administration

When will the survey launch?

The 3rd party administrator, 3D Group, will send an invitation by email to all DSNs and feedback providers the first week of April.

What can a feedback provider expect in Phase 2?

- 4/3 – 4/6: You may receive an email reminding you the survey is coming, 1-2 days prior to survey launch
- 4/7: You will receive an email invitation from 3D to complete the survey

- When you login to complete the survey, you will be able to access a rater training video (8 minutes)
- The survey will take approximately 40 minutes to complete - you can save the survey and come back to it later