Pilot 360 Evaluation Program

Organization Systems International (OSI) has been providing management and organizational development services and products to an international client base since 1980. One of their tools is the “Polaris 360° Survey” which is based on the OSI Polaris competency model. Their competency model is based on decades of competency research with over 60 client organizations. This research has included thousands of interviews with top performing organizations. The OSI benchmark sample includes large multinational corporations like Nike, the Walt Disney Company, ITT, Sheraton hotels, and many others. It’s currently being used by higher education institutions such as UC San Diego, Portland State, and Lipscomb University.

Purpose
The 360 survey provides feedback to guide leadership development. This resource will provide department chairs, faculty, and staff the opportunity to provide broad, diverse, holistic feedback and input to their leadership teams.

The confidential 360 survey results display areas of agreement and divergence for OSI’s 41 leadership competencies, highlighting strengths and challenges. Using this information, leaders can create a personalized action plan for development.

Definitions
Participants: Provost and deans
Raters: Selected faculty, staff, and others

Process Overview
The provost and deans will be rated by 15-25 different raters, on 41 competencies in seven different domains. Each rater will be sent a private, confidential link to their survey. OSI will process and compile results in aggregate format; each individual that is rated obtains a comprehensive feedback report directly from OSI. Raters can also add written comments for each person being rated.

Each domains contains a subset of 5-7 competencies which allows feedback to be very specific and targeted.

Competency Domains
1. Communications
2. Conceptual
3. Contextual
4. Interpersonal
5. Leadership
6. Management
7. Personal
Pilot Program Timeline

March 2017 - Kick-off Session
Introduces participants to the OSI 360 process, develops understanding of the competencies, prepares participants to select raters, and introduces interpretation of results. Participants will be provided guidelines for orienting raters.

April 2017 - Confidential Survey
Once participants have selected raters, OSI will send individual confidential links to the raters. Raters can expect to spend an average of about 30 minutes on a survey.

May 2017 - Feedback Report
A hardcopy package including the comprehensive feedback report will be shipped to each participant. A group session will help guide participants through interpretation, analysis, and reflection regarding their survey data. Each participant will receive an action planning guide that will be used to create a personalized action plan for development.

Summer 2017
Participants will provide feedback on the value of the process to date. Deans will be strongly encouraged to share several action items they will be working on as a result of the feedback process with their colleges, for example, during fall conference. In this way, a communication, transparency and accountability loop is maintained. Next steps will then be determined for a potential roll out to a larger group, and continuing follow-up for participants who were rated.