Using 20/20 Insight for a Large 360 Project

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Each year, our organization does 360 evaluations for every employee in the organization. We had over 440 employees to be evaluated – 64 were supervisors and above, the rest were non-management personnel. We were looking for good feedback, and therefore decided that all personnel would do a self-evaluation, and would additionally be evaluated by 4 peers. Further, 4 additional direct reports evaluated those in a supervisory/management position; those at the management level and above were also evaluated by 4 internal customers. We had to build over 2700 relationships! This was going to be a monster-size project, and I had no experience with the 20/20 Insight software. Needless to say, I was a bit intimidated!

Time was running out. I had to start the project soon, but had not been trained on the software. I had almost no time for training, and the next class for administrators was already filled.

This was my first shot at the project, but this was actually the second year we were using the software. I was new to the organization at the time and was asked to spearhead the project. After reviewing a long list of "issues" about the previous year's project, I had several goals in mind: to be set up for success, learn from those that went before me, properly train all users because the reports are only good if the input is good, and when the project is done, have valuable feedback for the recipients.

I started my training by using the on-line Help. I set up sample projects, worked through them, sent the sample tests via the web to a test group of employees, collected the data, and ran the reports. We were designing our own questions, so I used the sample project to design the look and feel of the real projects and test them. The questions were relevant, the scales were appropriate, and the test run was successful. I knew the next step was to enter the real data, so I scheduled some one-on-one training (via telephone) with PSS technical support. My contact knew EVERYTHING about the software. Add to that her saint-like patience and gift for communicating, and I knew that the project was off to a good start.

The next step was employee education. We held hour-long training sessions for all participants. We used the sample project to teach them the technical side of the project, then focused training on the goals, the importance of good feedback, and went over numerous "examples" of feedback.

Then I set up two real projects – one for non-supervisory personnel with 10 questions, and a supervisory project with 15 questions (5 related to management skills). When they were done, my contact at PSS was kind enough to review them for me before I sent the notifications to our employees via the web. The project was working very well. If I happened to run into a problem, (thankfully the few we had were minor), I contacted the PSS support staff and they assisted me in resolving it. I downloaded and collected data several times each day, and only had to take the project offline once during its two-week duration.

At the end of the day, we had almost 100% participation. Of the 2700 respondent assignments set up, over 98% of them were completed. For reporting purposes we combined the projects and used the Advanced Reporting feature to give us the comparative detail we wanted for our employees. We consider the project a success. Several weeks after the project ended we held a de-briefing meeting to talk about the process, the successes, any issues we had, and how we can make the project more successful in the future.