

360° Feedback System

A system for feedback
and appraisal

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About GatenbySanderson

GatenbySanderson is one of the UK's leading people intelligence businesses, working exclusively within the public and not-for-profit sectors. We develop recruitment and assessment solutions focusing primarily on middle, senior and executive management. We are highly skilled at working with complex, large-scale markets that frequently undergo change and require substantial insight and operational knowledge.

360° Feedback System

Our user-friendly online platform makes it possible to deliver 360 feedback including self-assessment and assessment by a range of reviewers. The platform facilitates rapid and secure completion of feedback questionnaires. Content is fully configurable and can be adapted to meet your specific requirements. Make use of our best in class public sector leadership behaviour model Altitude, or use your own behavioural framework. Our fully managed service, with a dedicated project team, ensures that you as a client, and the individuals completing the questionnaire, receive a smooth service with a rapid response to any requests or queries.

Enhance the performance of your leaders through tailored 360 degree developmental feedback.

Ideal for use in:

- Individual development planning
- Individual coaching
- Auditing leadership population(s) to identify behavioural strengths and risks
- Development programmes
- Talent and succession planning
- Performance management.

Measuring Critical Behaviours

The GatenbySanderson 360 is available with a pre-populated model of behavioural excellence in the Public and Not for Profit Sectors, 'Altitude', or it can be populated with your own behavioural framework content.

GatenbySanderson's Altitude model has been created from extensive and continuous research of Public and Not for Profit leaders to determine and benchmark what behavioural excellence looks like for leaders in these sectors. The model consists of 12 behaviours clustered into three areas: Focus on Self, Focus on People, Focus on Outcomes. Each behaviour has indicators at 4 levels allowing for differentiated content for different levels of individual if appropriate.

It offers a unique opportunity to help your leaders (and future leaders) hone and adapt their behaviours by gathering feedback from key stakeholders about their performance against key criteria that will impact their leadership success. The model can be mapped to your own frameworks to ensure that the behaviours that are most important in leaders within your own organisation form the key focus of the feedback process.

Altitude



Focus on Self

Engage and Inspire

Confident and visible, is an inspiring ambassador

Courage and Tenacity

Optimistic, resilient and persevering

Engender Trust

Authentic, shows integrity and true to oneself

Be Curious and Agile

Adaptable, responsive, flexible and hungry to learn

Focus on People

Making Relationships Count

Builds positive, meaningful and sustainable relationships

Influence and Impact

Achieves outcomes by winning hearts and minds

Build Team Unity

Brings teams together through common goals

Promote Collaboration

Achieves better service by working with others

Focus on Outcomes

Social Heart, Commercial Head

Balances quality service with financial considerations

Drive Strategic Clarity

Navigates ambiguity to create a clear way forward

Tackle Tomorrow

Delivers transformation, balancing risk and innovation

Futureproof Talent

Harnesses the value of diversity and inclusion.

Customisation options:

- Fully tailorable question content: Gather feedback based on our Altitude leadership model, your own model or a blend of the two; add or remove questions to create a fully tailored solution to ensure you cover the critical behaviours relating to your strategy.
- Use different question types (for example add free text inputs at any point in the 360).
- Fully tailorable rating scales and rating scale descriptions.
- Define the contributor categories that make sense for participants to gather feedback from in your organisation, name specific internal and external stakeholder groups so that your employees understand how they are perceived by different groups.
- Contributor nominations: Allow individuals to nominate their own contributors (within minimum numbers pre-set), or pre-define them and our managed service will upload them to the system for you.
- Fully tailorable email content as standard, aligning all communications with your key organisational messages. Different email content can be used for participants and their contributors to ensure clarity of messaging, and greater detail for those who need it.
- Reminder emails can be sent on a schedule or as and when required, to maximise completion rates.
- Flexible branding options; from the addition of logos and colour schemes through to full branding. We can embed videos or images to set the context and enhance the link to your own organisational branding and processes.
- A choice of reports and the option to tailor them ensures that the outputs received by your employees are perfectly suited to enhancing self-awareness and development.
- Reports available with or without cohort benchmarks.
- Add specific 'biodata' questions to support the organisational level analysis that meets your strategic needs (i.e. to enable comparisons by role / grade / department / any other factors specific to your organisation).

Key features and benefits:

- The **flexibility** of our 360 to deliver exactly what you want exceeds that of any other tool on the market – as outlined in our customisation options.
- **Benchmark scoring:** Individuals can see how they benchmark against their peers, their sector and more broadly across public sector with this optional feature.
- **Aggregate reporting** and tailored set up allows you to monitor key data sets and categories that matter to you. This identifies trends and patterns of strengths and development needs in your workforce, supporting your ongoing talent, recruitment, and development plans.
- **Enhance completion rates:** Our 360 utilises the latest technology and is enabled and optimised for all mobile / tablet devices; 24 hour online access enables busy stakeholders to provide feedback anonymously at a time that suits them. Confirmation emails ensure confidence in those taking part that their responses have been submitted.
- **Anonymity** of those giving feedback guaranteed through automated combining of categories when numbers in a given contributor group are so low that individual feedback may be identifiable.
- **Efficient, secure GDPR compliant** report delivery. Participants can receive their reports via their password protected online dashboard, removing the risks of emailing out sensitive personal reports and providing convenient access and safe storage of reports for future reference.
- **Fully managed service** with automated reminders and real-time reporting. Reminder emails to all those taking part in the 360 review process can be delivered on a set schedule, and/or at any specific point required. Regular project level updates can be provided in real-time.
- **No need to pay an expensive licence fee:** our published set-up and per participant rates include a fully managed service, maintenance and support costs, with no limits on the number of contributors per participant.
- **Specialist support** offered via email and telephone as standard to all those completing the tool.

Optional additional services:

- Consultancy support to design your 360 tool behavioural content if you do not already have suitable questions to be used.
- Facilitation support and training available from our highly experienced team of coaches and occupational psychologists, to ensure that your employees get the most out of the 360 feedback process. From simple sessions to orientate individuals or groups through their reports, to in-depth one-to-one developmental coaching sessions. We can also provide training sessions to support your HR team or managers in delivering feedback sessions.

Project set-up and implementation

You will be allocated a dedicated account manager and project coordinator who will work with you to understand your requirements and agree any details around tailoring of content or functionality. Set-up for our standard product or minor changes can typically be completed within 3 days; we will work with you to confirm timescales dependent on your precise requirements and agree an implementation plan with you. An implementation plan can be provided on request.

With our fully managed service and easy to use interface, no training is required to onboard you or those completing the tool. Specialist support is available 9am to 5.30pm Monday to Friday via telephone or email, with the contact details and availability clearly visible in all email contact and onscreen when completing the 360 online. The account management team are available to support you, provide updates (for example on completion rates) and ensure the successful implementation of the 360.

Following completion of a given 360 project, individuals will be able to access their personal dashboards (and their personal 360 reports saved there if we have agreed with you to send reports direct to participants) but will no longer be able to access the assessment. We can provide csv data as required. There is no charge for this service.

If you wish to use the same 360 content and design in future, we will be able to replicate your survey content at minimal / no cost depending on specific requirements.

Technical and Security Specifications

GatenbySanderson's 360 Feedback System is a Software as a Service (SaaS) solution. No software or hardware installation is necessary. The online platform is compatible with modern browsers on computers, tablets and mobiles.

Supported browsers:

- Microsoft Edge
- Firefox
- Chrome
- Safari 9+
- Opera

Data Security

Personal information, data security and maintaining pace with emerging security findings is a very high priority for GatenbySanderson. We are ISO27001 accredited to UKAS standards and hold Cyber Essentials Plus accreditation. Our internal systems and protocols are designed, built and delivered with GDPR compliance and data security in mind from the outset.

Systems Security

Our web servers are hosted in AWS, a world leading hosting company. AWS are fully compliant to the ISO 27001:2022 Information Security Management System (ISMS) Standard. AWS keep our servers operating system up to date with the latest system patches and security updates.

Data Storage

Data is stored in a relational database, encrypted at rest, whilst passwords are encrypted with bcrypt-hashing; information is keyed to individuals where relevant, with access restricted to the individuals providing the information, or GatenbySanderson staff. Access to the "live" database itself is strictly limited.

Penetration Testing

We undertake penetration testing on our own systems to identify and address potential vulnerabilities at least once a year. Additionally, we frequently undertake data privacy access control across our systems to ensure there are no breaches of data privacy. With assistance from AWS analytics and reports are regularly reviewed to ensure monitoring / threat detection is proactively monitored and the appropriate action is undertaken.

GDPR Compliance

We have a strict data protection policy, which is implemented across the business. We have introduced new protocols and functionality to ensure GDPR compliance. Our unique delivery method for individual reports via an online account overcomes the risks involved in emailing reports to individuals.

Data backup / disaster recovery

Our core servers are hosted within AWS, which provide enterprise level server hosting. A 24 hour backup policy is currently in place should there be any problems identified with the server itself. In the event of any a disaster we will be informed immediately by our proactive monitoring and our IT team will immediately review and address the situation. Should there be an issue where the main server is unrecoverable then steps will be taken to restore the service using the latest backups taken.

As our 360 system is website driven, your employees can complete the tool from any location and our team can access the administrative elements of the 360 platform securely from any location as long as there is an internet connection. We are, therefore, not reliant upon office or device-based software. The team working on this account could be up and running in an alternative location immediately. A more detailed business continuity / disaster recovery plan can be provided on request.

Commercial details

Detailed pricing is provided in our separate pricing document. Costs are based on an initial set-up fee and a per participant fee (i.e. the individual who is the focus of a 360). Volume discounts are applied for larger numbers of participants.

Order and invoicing details will be agreed with your account manager.

Service levels / contracting

Our service commitment is 99.9% during office hours. We keep planned service down-time to a minimum. For scheduled server maintenance, we display a prominent banner on all our websites, advising of maintenance for a minimum of 24 hours prior. We schedule maintenance for out-of-hours (generally after 11pm). We plan ahead to ensure we identify maintenance windows and timeframes that avoid or minimise client or user disruption.

Our service charges are based upon usage fees rather than a licence basis; as such fees are only payable when actively using the platform. There are no ongoing costs or need to cancel usage of our services.