

Implementing an Effective Multi-Rater Feedback Program

Improved Individual Performance Leads to Improved Organizational Performance

Multi-rater feedback refers to the practice of involving multiple sources in the assessment of managerial effectiveness. Typically, feedback about an individual is solicited from significant “others” including supervisors, peers, direct reports and customers, in addition to the individual’s self-ratings.

“Feedback is the breakfast of champions.”
-Ken Blanchard

Burke’s Multi-Rater Feedback Philosophy

An effective Multi-Rater feedback program is used for more than just performance appraisal. The results provide valuable input that managers can use to improve their job performance and plan for career goals.

Primary Uses of Multi-Rater Feedback

- To align behaviors with corporate objectives
- To enhance awareness of individual strengths and weaknesses for developmental purposes
- To provide input for other human resources programs (e.g. succession planning, training, etc.)
- To facilitate organizational change and gain competitive advantage
- To evaluate employee performance annually or throughout the year

Process Overview

- The Burke 360 feedback system can be standard or customized to meet your needs
- We work with clients to “make it easy” by taking your employee data and pre-loading their employee-to-manager hierarchy into groups of manager, direct reports, peers, others (internal customers), etc.
- Eligibility to participate or be a rater can be changed easily to follow organizational changes
- Survey content can be customized by level/position
- The tool is hosted by Burke and accessed through a unique link sent to individuals by email in multiple languages as needed
- Burke proactively monitors participation and sends reminders as necessary

Burke’s Workforce Perspective normative survey, shows that only about half of employees report having an effective career conversation with his/her manager in the past year. *That means that in many organizations, performance is sub-par because employees simply don’t know what they need to do to improve their levels of performance. Many employees simply don’t know what they need to do to develop in current positions nor do they know what they need to do to prepare to advance for future positions.*

For more information:
employeeersearch.burke.com
800.688.2674



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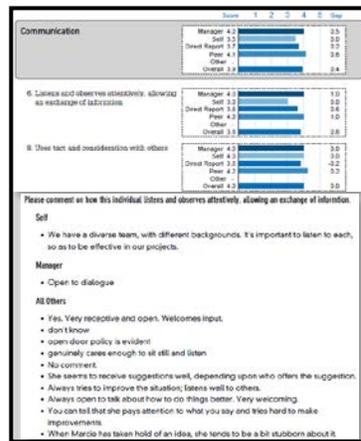
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Customizable Feedback Reports

- Reports are customized to be as detailed or general as needed for your audience and purpose.
- Comparisons provided between self and those in other groups (with minimum requirements to protect rater confidentiality).
- Multiple options for report delivery including posting to a manager dashboard, a central report repository or delivered via cd.
- Aggregate level reports available to get a full picture of the degree to which employees exhibit desired behaviors.



Follow-up Feedback and Coaching

Action and improvement based on 360 feedback results are keys to making the most of the process. Burke consultants are available to help employees make the most of their 360 feedback results through:

- Feedback sessions in which the 360 report is reviewed, interpreted and discussed.
- Coaching sessions to develop and implement improvement plans and priorities and overcome obstacles.
- Regular follow-up to hold employees accountable and give support in working their improvement plans.



360 Feedback Best Practices

- 360 items are related to individual and organizational goals
- Expectations are set about the use of 360 results and reports
- Ratees have input into selecting their own raters – leading to higher acceptance of the results
- Raters are provided with training on how to complete 360s
- Reports are easy to read and graphically display results, include both ratings and comments
- Participants are provided at least one feedback session with someone competent and comfortable interpreting the results report

Why Burke?

Our approach:

- Our system is flexible; clients can choose either a standard or a custom tool
- Supplemental tools are included for training on what to do/what not to
- Feedback includes both ratings and comments
- Both individual and group reports are available
- Easy-to-implement; easy-to-use

Contact us for a free demo of the Burke 360 online tool!

Effective Multi-Rater Feedback Programs help organizations to better leverage their human capital and optimize workforce performance.



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