CheckPoint 360°™

User's Guide

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INTRODUCTION

The CheckPoint 360°™ is a survey designed primarily as a tool to evaluate the effectiveness of an organization's managers and leaders. It provides another level of objectivity by combining feedback from direct reports, peers, supervisors, and customers which help minimize the impact of a single observer's view. The CheckPoint 360°™ process highlights a manager's job performance for 8 Universal Management Competencies in 18 key Skill Sets. When the early CheckPoint surveys were first utilized, the only person who received a copy of the report was the Self (the manager); however, in today's business environment, meaningful and positive dialogue between Boss and Self is paramount to the success of the organization. Therefore, it is recommended that both Boss and Self receive a copy of the survey.

This User's Guide introduces the CheckPoint 360°™ and how to use it effectively in your organization. For a complete description of each of the 8 Management Competencies please consult the *CheckPoint Quick Reference Guide*. At the heart of the CheckPoint 360°™is a robust set of reports designed to assist the organization in providing management training and development. They also help in the discovery of differences between executives and front-line managers, and may uncover management issues that could ultimately lead to low employee productivity, morale, satisfaction, and turnover.

Please remember that as you use CheckPoint, support is available to you from your Profiles International, Inc. representative.

UNDERSTANDING & USING THE CHECKPOINT 360°™

The CheckPoint 360°™ was designed to provide supervisors with information that will enable them to develop top leadership teams by gathering information obtained from the people who work with, and for, the managers in your organization. As part of the Profiles International, Inc. line of products for employers, CheckPoint 360°™ is designed to facilitate achieving the best possible leadership performance. Our clients use the CheckPoint 360°™ to develop effective managers and leaders and to design optimal training programs based on responses provided by those who work the closest with them. They also use this system to help managers identify and prioritize their own development opportunities.

While the Self and Boss are aware that their individual responses will be evident in the report, all other respondents are provided with a statement that the confidentiality of their responses will be protected and merged with data from others like them (i.e., peers to peers). Maintaining this confidentiality is critical to the success of the CheckPoint system as honest responses provide honest guidelines by which to implement training.

THE CHECKPOINT 360°™

The CheckPoint effectively measures responses from the Self (manager), up to three Bosses, and one to three Respondent Groups who have the opportunity to observe the behaviors of the Self in a work environment. Each Respondent Group consists of 2 to 10 persons. The system comes with Peer, Direct Report, and Other for Respondent Groups. These groups can be renamed to suite your organizational needs. Since maintaining confidentiality and anonymity are paramount for the success of the CheckPoint, at least two individuals for a respondent group must be selected and at least one Boss. The more respondents selected, the greater the integrity of the confidentiality.

There are 70 leadership behaviors presented in this survey. These 70 items are grouped into 18 Skill Sets which further group into 8 Universal Management Competencies. Each rater reports their experience of observing the manager with a rating on each of the items.

In the 70 survey items, the raters choose between six possible choices. Based on their observations, they indicate the percentage of time they feel the manager displays each behavior. The sixth choice is "No Opportunity," which is selected when the rater has had no opportunity to observe the listed behavior and thus cannot provide a meaningful response. The six possible responses are:

Rating	Description	Percentage of Time
1	Almost Never	0 - 10%
2	Seldom	11 - 39%
3	Sometimes	40 - 60%
4	Usually	61 - 89%
5	Almost Always	90 - 100%
N	No opportunity to observe this behavior	N/A

In addition, the Self and any Boss will be asked to select 6 of the 18 Skill Sets as most critical for success in the job performed by the Self. These skills will be marked as Critical Skill Sets and will serve in showing alignment between the Self and Boss by comparison.

CREATING A NEW SURVEY

The Profiles CheckPoint 360°™ is administered online using the Profiles Survey Center. The survey can be found at http://www.profilesinternational.com.

Creating a new survey consists of selecting the following items:

- Self – the manager
- Boss(es) – one to three bosses
- Request Comments – Comments can be collected for each of the eight competencies. Respondents are allowed up to 1,000 characters in the comment box.
- Survey Due date – This date is used to send initial notifications and reminders to the respondents. The due date is not an expiration date for the survey. The only way for a survey to be closed is for you to manually close it.
- Respondents – There can be up to three different respondent groups with a maximum of 10 respondents per group. Each respondent will need to be assigned to a specific respondent group (i.e. Peer or Direct Report).

You may save the initial survey setup and return at a later time to activate the survey, or you can activate the survey at this time. Once the survey is activated the notifications will be sent providing a link to the survey and a unique Entry Key for each respondent immediately.

ADMINISTERING THE CHECKPOINT 360°™

Consider having a face-to-face meeting with all participants to explain the why, the when, and the how of the CheckPoint process, particularly if the 360° feedback survey has never been used in your organization, or had been used in the past with unfavorable results. Request that responses be made in a sincere, honest, and forthright manner. Assurances should be made as to the anonymity of responses from Direct Reports and Peers.

Respondents will create their own passwords when they enter the Survey Center. These will remain on file for their future use so they should be advised to record their password information and keep it in a safe place. If you need assistance beyond the User's Guide, please contact your Profiles account representative.

UTILIZING THE REPORT

The CheckPoint reports provide a robust tool with a wealth of information about the leaders in your organization. Each report is presented clearly and requires no interpretation beyond the printed report. The use of business language helps provide a clear understanding for the reader and is designed to describe the individual in a positive manner. The report presents the results in graphic and narrative form to allow for easier interpretation. As always, if you have questions regarding this, or any of Profiles assessment tools, please contact your Profiles International, Inc. representative.

The CheckPoint 360°™ competency feedback system provides five different reports. Each report provides valuable insight about the individual(s) being surveyed. A brief description for each report is provided here:

- **Individual Feedback Report** – speaks to the Self (manager). This report provides an overview of Self's strengths in the 8 Management Competencies, 18 Skill Sets, and 70 survey items. Alignment between the Self and Boss will be shown throughout displaying the ratings received by all respondents. The Individual Feedback Report helps bring an objective look into the performance of the Self. Three of the 18 Skill Sets will be selected as *Areas of Focus*. At least two of the three areas will be Skill Sets selected by the Boss and/or Self as a Critical Skill Set. The second half of this report is an *Individual Development Guide*. This guide will describe the strengths and development needs for the three Areas of Focus mentioned earlier in the report.

- **Management Report** – provides the same information as the *Individual Feedback Report* but speaks to the Boss. The second half of this report begins with a *Coaching & Management Considerations* segment that speaks directly to the boss to enable him/her to help the Self development and Individual Development Plan and make the most use of their *Individual Feedback Report*.

- **Comparison Report** – compares two different surveys on a single Self. This report uses the same graphs and comparison as the *Individual Feedback Report* and speaks to the Self. Comparing the two different surveys highlights where improvements have been made. Comments (when gathered) and the *Individual Development Guide* will be generated from the most current survey.

- **Management Comparison Report** – provides the same information as the *Comparison Report* but speaks to the Boss. The second half of the report is generated from the most current survey.

- **Executive Overview** – this report speaks to C-Suite level executives. The report is compiled from several different (3 or more) surveys. The collected ratings are analyzed to produce three useful indicators of the leadership strengths of your group; Leadership Team Alignment, Organizational Competency Development Summary, and Organizational Skill Set Development Summary.