Harvard Longwood Campus Feedback Survey Tool
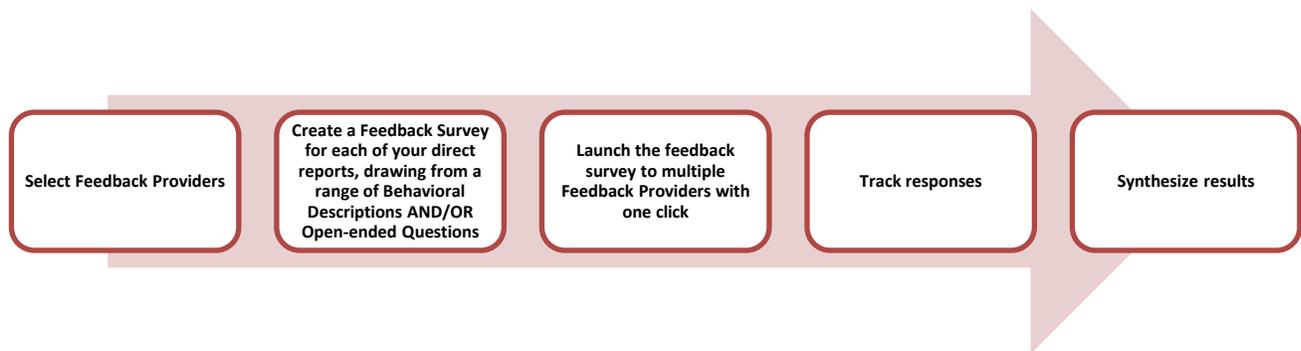
One key to helping individuals achieve and maintain a high level of both job satisfaction and contribution is receiving regular and specific feedback that affirms and/or corrects actions and behaviors demonstrated on-the-job. The HLC Feedback Survey Tool provides you with an online option for requesting and synthesizing year-end feedback from multiple individuals for each of your direct reports. While the *ePerformance* system offers a feedback option in PeopleSoft, for many, the HLC Feedback Survey Tool offers a more flexible option.

Tool Overview

The HLC Feedback Survey Tool is designed to allow you to easily gather feedback from peers and colleagues, clients, vendors, and others to inform your year-end discussions with your direct reports. Using this tool offers you, as a manager, an efficient way to:

Select Feedback Providers	Create a Feedback Survey for each of your direct reports, drawing from a range of Behavioral Descriptions AND/OR Open-ended Questions	Launch the feedback survey to multiple Feedback Providers with one click	Track responses	Synthesize results

Three Key Points:

1. The behavioral descriptions offered are aligned with the 2015 Harvard University Engagement Survey results, emphasizing areas respondents indicated are critical to both job satisfaction and contribution, including collaboration, giving and receiving feedback, and engaging in constructive dissent. They are designed to help crystallize the feedback request; they are not meant to imply or take the place of role-specific performance criteria.
2. Feedback is not anonymous; the report-writing function shows Feedback Provider information to enable you to seek follow-up discussion if desired. While not anonymous, verbatim feedback is expected to remain confidential (any data that can be attributed to a specific Feedback Provider should be removed before you incorporate into your overall manager's feedback).
3. The tool and reports are designed to help you gather and synthesize useful and relevant data to enrich your year-end assessment discussions, weaving comments and examples from Feedback Providers in with your own observations. Please do not simply print a report and hand it to your direct report.

Tool Instructions

This application works best using the Firefox browser. Once you've logged into the system, your direct report(s) will be listed on the left side of the screen. To create a survey, you will click on the employee name and his/her Survey Customization page will be presented. If a direct report is missing from the list provided, please contact Jennifer G. Ryan (Jennifer_ryan@hms.harvard.edu).

> **Instructions for Accessing the Tool**
> To log-in, click the URL link provided below:
> - URL: https://www.360input.com/portal/hlc/main/index.html
> - Log-in ID is *your* **HUID#**
> - To log into the system, click on the link and enter your HUID. You will receive a unique link via email to use to log in to the system. If you misplace the link, you can request a new one by entering your HUID at the main Star 360 login page

On the Survey Customization page, you will see a grid that will list the Feedback Providers you choose in preparation to launch the survey; the grid will be pre-populated with the manager's name. You may add and/or delete Feedback Providers as you wish. The following instructions are also provided for you within the system; we've inserted them here to give you an idea of what you will see once you select a specific direct report.

Step 1: Select Feedback Providers:

You may add Feedback Providers by clicking the "Add Feedback Provider" button; you may delete Feedback Providers by clicking the red circle in the far right column:
- For internal Feedback Providers, you can choose the name of an HLC employee by using "Directory Search".
- For Feedback Providers outside of HLC, simply enter First & Last Name along with his/her email address.

Step 2: Create Survey

To create the survey for this employee, click the "Edit Survey" button. You may select up to six Behavioral Descriptions AND/OR up to three Open-ended Questions. All Feedback Providers for this employee will receive the same Survey. See page 3 of this document for the list of behavioral descriptions and page 4 to see the list of open-ended questions.
Helpful Hint: If you choose to include both Behavioral Descriptions AND Open-ended Questions, keep the overall survey size manageable for Feedback Providers (including the maximum number of each may feel a bit overwhelming to those providing feedback and may result in abbreviated responses).

Step 3: Personalize Email

You may create a personalized message for each survey you create, inviting all Feedback Providers for an individual's survey to comment on their experience working with the employee; your message will precede the standard text which offers instructions to access and complete the survey.

Step 4: Launch Survey

When you have completed each employee's Survey set-up, click the "Launch Survey" button. Click "Yes" to the message and an email will be sent to each of the Feedback Providers you selected for this individual.

You can track the progress of each Survey from the Survey Status page; you will be directed to this page by selecting a direct report from the list on the left, once the Survey has been launched. For each Feedback Provider you have identified, the grid will show both a "Progress" and "Status" column to help you see how the Survey completions are progressing. An automatic reminder message will go out every two weeks; in addition, you may send a reminder by clicking the "Send Reminder Emails" button.

You may print an interim report at any time by clicking the "Request Report" button. To print a final report, click the "Close Survey" button.

Please contact Jennifer Ryan (Jennifer_ryan@hms.harvard.edu) with any questions along the way. If you need further assistance in using this application please call the survey help line at 800-211-5503 or email support@360input.com.

Behavioral Descriptions	
Topic Area	**Description**
Collaboration	• Demonstrates flexibility • Seeks input and ideas from others • Contributes to solutions (vs. creates barriers)
Communication	• Contributes candid input and/or feedback; provides and receives feedback effectively • Encourages dialogue; welcomes productive dissent • Recognizes contribution of others
Creativity & Innovation	• Generates innovative solutions that address meaningful work issues • Draws upon multiple, diverse sources (individuals, disciplines, bodies of knowledge) for ideas and inspiration • Views situations from multiple perspectives
Interpersonal Interaction	• Adapts communication style and approach to match the needs of different groups and individuals • Presents ideas in a calm, rational manner • Deals with concerns directly and objectively
Problem Analysis & Problem Solving	• Works effectively within the organization to resolve issues; proposes and implements well-conceived, logical solutions in the best interest of the organization • Anticipates, identifies, defines, and evaluates problems effectively • Weighs alternatives of multiple solutions; takes appropriate action to solve problems
Responsiveness	• Establishes time and quality expectations • Completes work and/or follows-through to agreed upon standards • Acts with a sense of urgency (to advance a project, solve a problem, or respond to an inquiry)
Strategic Thinking	• Obtains information and identifies key issues and relationships relevant to achieving a long-range goal or vision • Commits to a course of action after developing alternatives based on logical assumptions, facts, available resources, constraints, and organizational values • Consistently and effectively plans for both long- and short-term, adjusting plans as needed; achieves key objectives
Valuing Diversity	• Seeks out and uses ideas, opinions, and insights from diverse and various sources and individuals • Maximizes effectiveness by assigning tasks that tap individual talents and abilities • Seeks to increase diversity in the workplace (e.g., by recruiting and developing people from varied backgrounds and cultures); confronts racist, sexist, or inappropriate behavior by others; challenges exclusionary organizational practices; examines own biases and behaviors to avoid stereotypical actions or responses
Administrative Service	• Strives to deliver excellent results • Interacts effectively with a broad audience • Completes tasks with appropriate attention to detail • Represents office/department with professionalism • Consistently adheres to policies, protocols, standards, and guidelines • Exhibits grasp of departmental/organizational complexity; applies to independent handling of administrative situations
Financial Service	• Meets deadlines; delivers expected results • Effectively gathers, analyzes, and synthesizes relevant data • Exhibits grasp of departmental/organizational complexity • Understands and communicates policies, protocols, standards, and guidelines • Contributes useful insights
Lab/Animal Care	• Consistently adheres to policies, protocols, standards, and guidelines • Produces excellent overall quality of research, and if appropriate, animal care • Identifies and communicates issues, risks, and potential errors proactively • Contributes to forming useful, pragmatic solutions
Optional: Open-ended comment box for each Topic Area	• Please feel free to share with me any comments you would like to offer regarding this individual's performance in their current role over the past year.

Open-ended Questions (will appear in drop-down)
What did you appreciate most about working with this individual?
What do you see as this individual's strengths and/or accomplishments related to your work with him/her?
What challenges did you encounter working with this individual?
What, specifically, might this person start/stop doing to increase his/her effectiveness?
What do you see as areas for growth and/or development for this individual?
How might this person have a greater impact on the organization in the future?
What comments you would like to offer regarding this individual's performance in their current role over the past year?
Create your own question here.