

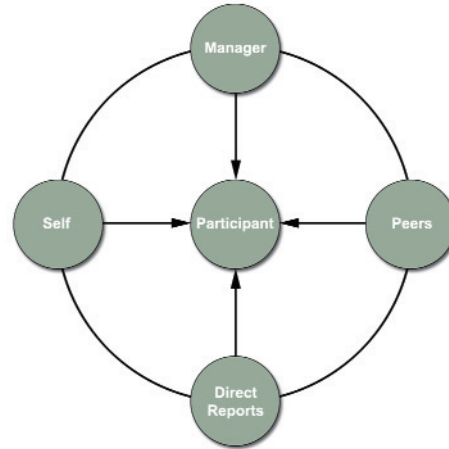
# Censeo's 360-degree Feedback Platform™

## Online Technology to Drive Positive Behavioral Change

Multi-rater feedback has long been recognized as an accurate and impactful way of assessing a person's strengths and development needs. The potential value of multi-rater feedback, however, is often not realized for three reasons:

1. The process is too time consuming, laborious, and costly.
2. The information participants receive is complex and confusing.
3. Even if participants understand the reports, they struggle with what actions to take to further develop their capabilities.

Censeo's 360-degree Feedback Platform was designed from the ground up to fully address these challenges. The result? A market-leading 360 solution that is easy to use, provides intuitive action-oriented feedback, and is offered at an affordable price.



The 360-degree Feedback Process  
Utilizing multi-rater surveys, participants receive feedback from a variety of perspectives.

### Steps in the Process

The process is intuitive, streamlined and accurate. There are six basic steps:

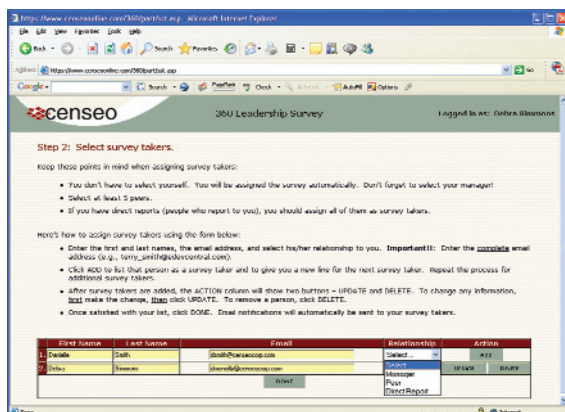
#### Step 1: Survey Content is Defined

Clients select from one of Censeo's Established Surveys (see the sidebar on the following page) or provide Censeo with custom survey content.

#### Step 2: Setup and Configuration

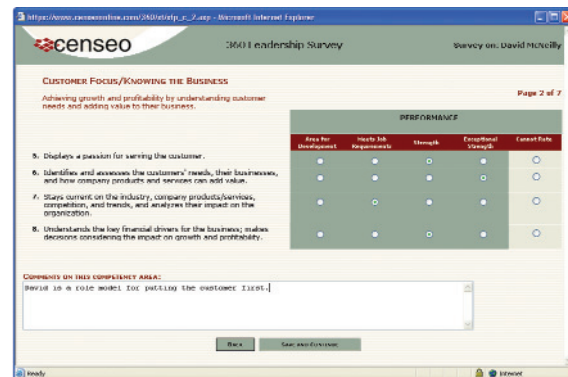
The platform and survey are configured based on the client's specific needs.

#### Step 3: Raters are Assigned



Invitations are emailed to participants, allowing them to access the system to assign their raters. Alternatively, clients can provide Censeo with all participant and rater information.

#### Step 4: Surveys are Completed



Surveys are completed online via a secure connection, and automated reminder emails are sent as needed to increase participation. Client administrators are also provided with access to real-time campaign statistics.

#### Step 5: Reports are Produced

Once the survey cut-off date is reached, individual feedback and group analysis reports are provided within 24 hours.

#### Step 6: Feedback is Delivered to Participants

Individual and/or group feedback sessions are conducted to review survey results and create individual development plans. Censeo can take the lead role in providing these services or clients may opt to conduct these sessions with internal resources.

## Censeo's Established Survey Solutions

Based on more than 30 years of experience working with companies on multi-rater projects, Censeo has developed four established surveys: Executive, Manager, Team Leader and Individual Contributor. These surveys are ready to implement immediately, and meet the needs of many clients. Some clients, on the other hand, use one of these surveys as the starting point for developing their own custom survey.

Specific competencies and the number of items for each established survey are presented below.

SURVEY	COMPETENCIES	# ITEMS
<b>Executive</b>	Visioning and strategic focus	6
	Driving for results	6
	Building high performance teams	6
	Acquiring and developing outstanding people	5
	Interpersonal skills	7
	Leading and managing change	6
	Leading through personal excellence	8
	<b>TOTAL 44</b>	
<b>Manager</b>	Make things happen	7
	Problem analysis and decision making	10
	Communications skills	9
	Interpersonal skills	11
	Leadership skills	10
	Technical/functional expertise	6
	Leading/adapting to change	6
<b>TOTAL 59</b>		
<b>Team Leader</b>	Team leadership	8
	Team member development	7
	Problem analysis and decision making	8
	Communications skills	8
	Teamwork and interpersonal skills	8
	Job knowledge	5
	Implementing/adapting to change	6
Customer focus	5	
<b>TOTAL 55</b>		
<b>Individual Contributor</b>	Striving for excellence	8
	Problem analysis and decision making	5
	Communications skills	7
	Teamwork and interpersonal skills	9
	Job knowledge/functional expertise	5
	Organization and time management	6
	Flexibility/adapting to change	5
	Customer focus	5
<b>TOTAL 50</b>		

## Censeo's Customized 360 Solutions

Censeo's 360 platform was designed to be one of the most flexible technologies on the market. As a result, clients are able to avoid the high customization fees and long development timeframes often associated with other 360 feedback solutions. In most cases, even demanding requests for customization are completed and ready for review within 24-48 hours.

The list of customization options is extensive, but some of the main areas of flexibility are listed below.

### High-level "Company" Options

- Customizing system branding (colors, fonts, logos, etc.)
- Modifying email communication templates
- Including demographic "grouping" variables

### Survey Delivery and Administration Options

- Delivering 100% custom content (i.e., competencies, items)
- Modifying the survey rating scale
- Including both "performance" and "importance" rating scales
- Defining the order and/or groupings of survey items
- Including competency-level comments, overall comments, or both
- Adding or changing rater groups (peer, direct report, manager, customer)
- Setting dates/times for automated reminder emails
- Providing a directory of potential raters for survey assignment

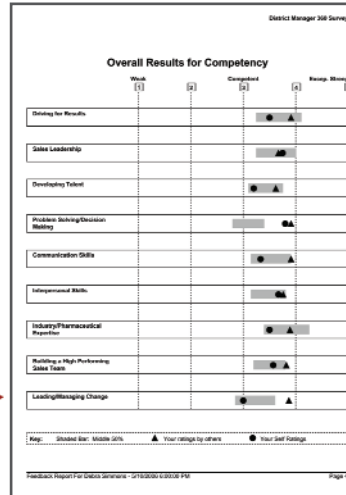
### Reporting Options

- Producing only certain report sections, or all
- Displaying either internal or external normative data
- Weighting of rater groups when calculating survey results
- Setting a minimum number of respondents for each role
- Using shading and colors to highlight important results
- Presenting a Developmental Need Index (DNI) statistic
- Providing custom developmental suggestions
- Including performance trend analysis

## Individual Feedback Reports

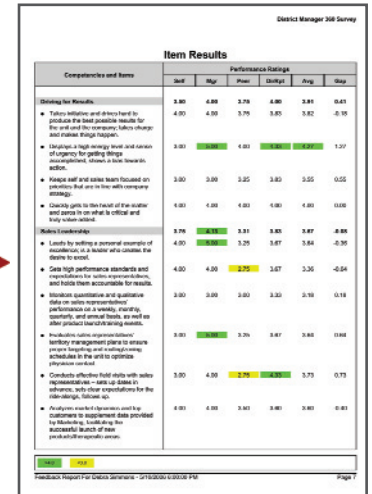
The feedback report is organized to make it easy for participants to understand, and proactively use, the results. It starts at a high level, goes into more detail, and concludes with action items. Each section of the report is preceded with a brief explanation of how to interpret the results.

**1** The first section graphically shows, on one page, the overall competency results. Participants can see their relative strengths and development needs, how their self-ratings compare to how others view their capabilities, and how they compare to other participants.



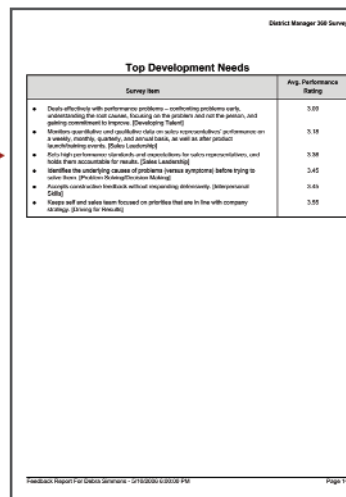
### SECTION 1

**2** The second section provides detailed results for each competency and item. Participants can see how people from different perspectives rated them and the gaps between self ratings and others' ratings.



### SECTION 2

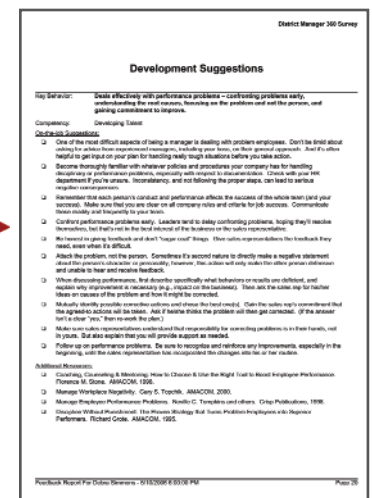
**3** The third section summarizes key strengths and development needs. A development need index score is calculated based on performance ratings and on importance. The result is a prioritized action list of areas to work on for development.



### SECTION 3

**4** The fourth section (not shown to the right) lists the written comments organized by competency. This optional feature can be very helpful to participants in understanding the statistical results and in providing specific suggestions for improvement.

**5** Based on the items most in need of development, the fifth section offers participants a list of practical, intuitive options for improving their skills, including on-the-job suggestions, book recommendations, links to internal training programs, or other client-sponsored developmental opportunities.



### SECTION 5

## Group Reports

Censeo also provides a variety of group reports based on aggregate results for organizational units or demographic variables. These are very useful for a number of purposes, including making comparisons across groups and prioritizing group development needs.

*In addition to the report sections shown above, Censeo can also provide valuable trend data for those participants who repeat the survey process in the future.*

## Platform Technology

**Security and Reliability** Security and reliability are issues Censeo does not take lightly. They are a top priority.

- Censeo's servers reside in a highly secure environment (restricted access facility, behind firewalls, etc.).
- All the data transmitted between clients and servers is encrypted (via SSL 128-bit encryption, F-5 technology).
- Through a combination of system redundancies, the system is highly reliable, with a verifiable "up-time" of over 99.8%.

**Integration with Other Systems** Through an open architecture and interoperability standards, we have designed the platform to support seamless, real-time integration with our client's LMS, HRIS, or other internal applications.

**System Requirements** As a fully hosted solution, there's no software to install or technology to learn. Clients simply need a browser (IE 5.5 or higher), Internet access, and Adobe Acrobat Reader (free download) for viewing reports.

## Client Support

Censeo's client service is truly a differentiator in the marketplace. Unlike vendors who follow a more hands-off, software-for-purchase model, Censeo partners with each client to ensure their assessment initiatives are a complete success. Our team is comprised of highly trained specialists who understand the key issues and best practices of employee assessment.

To ensure the success of every online survey, each client is assigned a single Client Support Manager for the lifecycle of the engagement. This individual will:

- Provide advice on implementing assessment initiatives.
- Conduct all the steps necessary to set up the survey, including rigorous testing procedures to make sure everything is flawless.
- Provide ongoing monitoring and support to make sure the solution is used in a way that will optimize its benefits.

Once an online solution is live, Censeo's team provides 24x7, global support to system administrators and all end users.

## Consulting Services

When needed, Censeo's team of Industrial-Organizational Psychologists are available to provide counsel on assessment-related issues. Examples of these services include designing effective survey instruments, sharing best practices, and facilitating feedback sessions after a survey campaign has been completed.



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For more information on Censeo's 360-degree Feedback Platform:  
407.645.1600, Option 2

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