Manual for

360 degrees manager evaluation

This module is primarily for use in connection with a 360 degrees manager evaluation – but it can also be used without problems for other types of 360 degrees evaluation of project managers and others.

There are 3 key persons who are part of the evaluation in this module:

- **The Central Person, the person in the centre** – this is the person who is to be evaluated by means of the 360 degrees perspective
- **The person responsible for following up**, who configures it all – usually HR in large organisations
- **The person responsible for reporting**, an HR competent person who is capable of selecting and writing the notes that go into the final report about the central person, and who knows how to deliver them in a communicatively responsible manner. ***The competences of this person should be taken very seriously!***

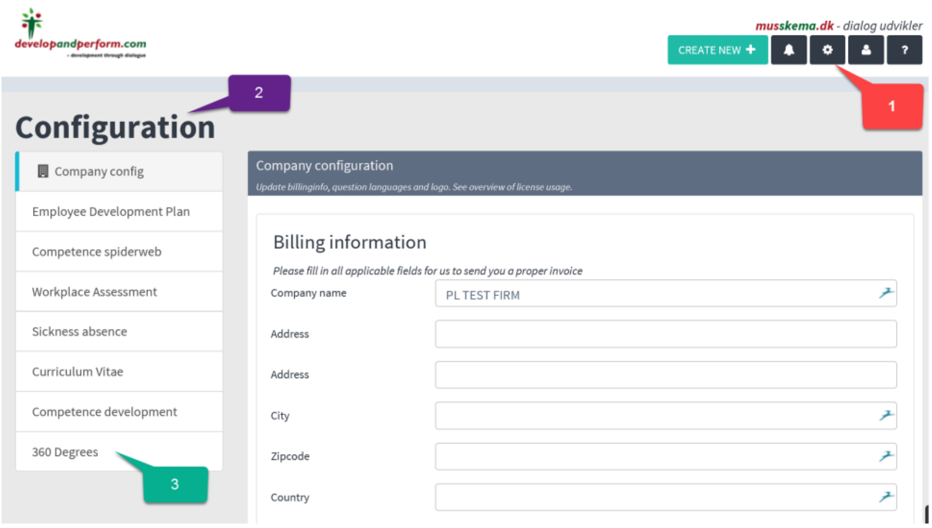
And finally, the system is configured to contain also

- The Central Person's manager
- The Central Person's employees – at least 4 of them for reasons of anonymity
- The managerial colleagues of the Central Person
- Internal and external collaborators and business contacts may also be part of it – but this is no must!

The only persons who ***have*** to be created in the Musskema.dk system are the Central Person – and those responsible for follow-up and reporting. Everybody else are created with a one-time password no matter if they are already users or not. However, the person responsible for the reporting may actually be an external person who is created in the system!

Configuring 360 degrees

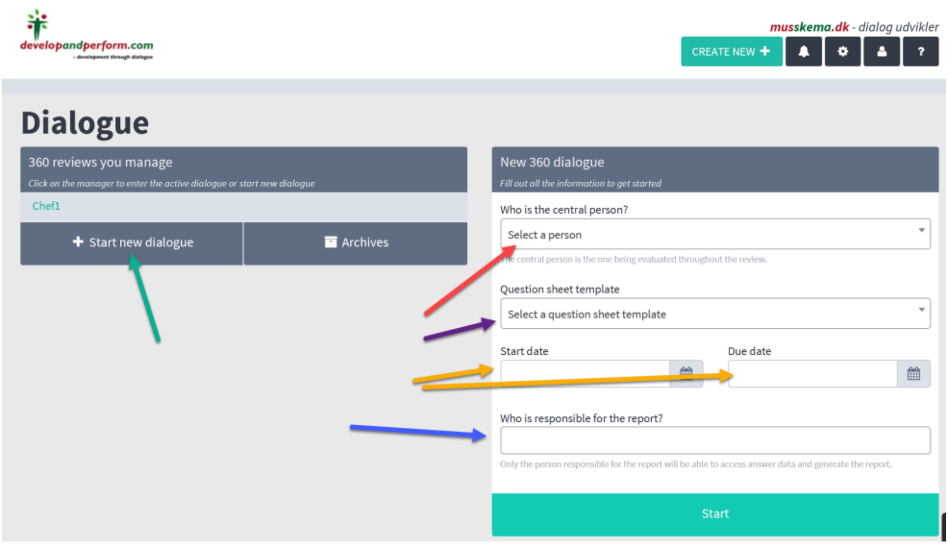
First you must decide which questionnaire to use for the 360 degrees manager evaluation in your organisation. This is done on the top level of the company, and you can set it up yourself, but you are - naturally - always welcome to ask Support for advice:



1. Click the cog wheel at the top of the screen
2. Click ”Configuration”
3. Click ”360 degrees”
4. And then select your company – and open the grey bar, so you can either select the standard questionnaire or you can copy and adjust it, or you can create a brand new one which is entirely yours!

Next you have to set up the dialogue:

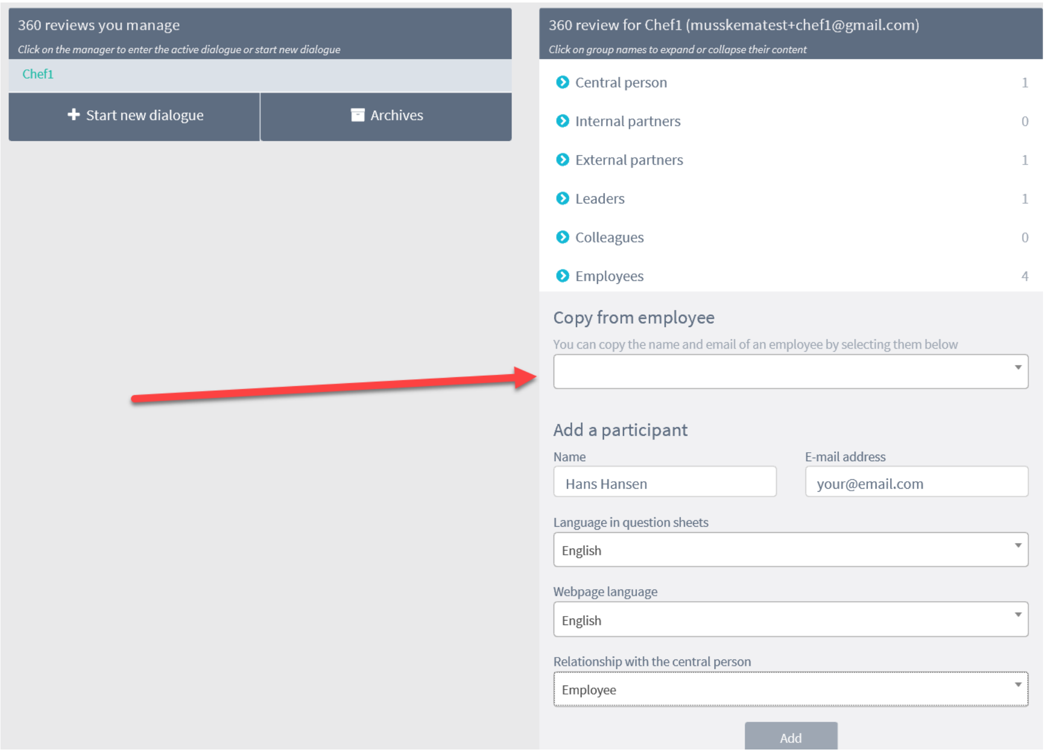
First you click ”+ Start new dialogue” (Green arrow), and a range of options will open up in the right side of the screen:



- Who is the central person (Red arrow)
- Question sheet template (Violet arrow)
- Start date and end date. (Yellow arrows)
- And then the dates will control when it is being sent out
  – it also send an automatic reminder when
  a participant does not send in his or her contribution by the specified deadline (and the person responsible for follow-up will also be notified about who has received a reminder)
- Select person responsible for the report (Blue arrow)
- Click **Start**.

Immediately after you click Start, Central Person will get an email with the desire to go in and set up the responders before the start date. (You also have the option to set responders)

This is done here:



If they are managers and employees who are already created in your organisation in this system, you only have to write their names by the red arrow – as soon as you begin to write you will see suggestions for the person incl. that persons e-mail address. Select the right person and click.

If the persons are not created: Place the cursor in the field with **Name**, write the name, and the system will fetch name and e-mail address if that person is in the system.

If not: Enter the **e-mail address**.

Next, go to the field ”Relationship with the central person”: What is the person's relation to the Central Person? Is it a leader for the Central Person, a managerial colleague or an employee? Or is it an external or internal partner?

Click **Add**!

In the overview to the far right, the number tells you how many have been added for each category. You can make changes to this at any time, including deleting and adjusting. There must be at least 4 in the employee group.

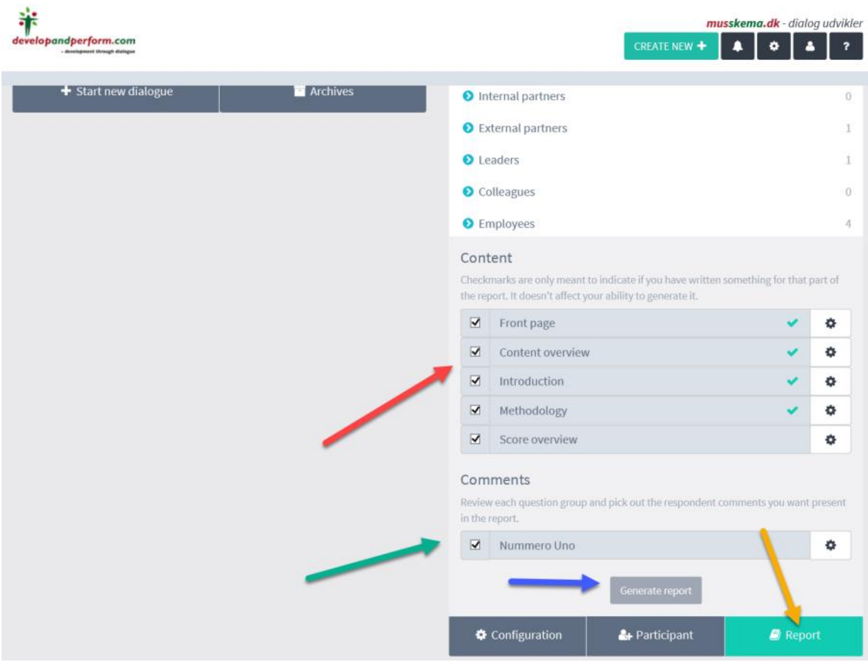
If you want to change the configuration – e.g. the start and end dates – click on the button Configuration, and you can do it!

But apart from this, the system automatically controls the messages to all participants – and if someone hasn't answered by the time of the deadline, the system automatically sends a reminder + sends an e-mail to the person responsible for follow-up concerning that xxxx and yyyy has been remiended.

This is repeated three days later, if there still hasn't been any reply.

Generate a report

When everyone has answered – or when a sufficient number of respondents have done so – then you can generate a report as the person responsible for reporting (Yellow arrow).



You get a lot of fine options here, so the person responsible for reporting should spend some time getting a proper overview of this.

For the most part, the report is generated automatically – based on the configuration and the responses. But you do get some options for adjusting and adding your own comments in some places.

In the area with the red arrow:

- Front page – shows a chart, web and a few short facts about the person
- Content – can be written by the person responsible for reporting
- Introduction – can be written by the person responsible for reporting
- Method – written by us, but may be adjusted and corrected
- Score overview shows
    - Individual score – from all groups
    - Average score between Central Person and others as an average
    - The 5 top scores
    - The 5 bottom scores
    - And by each of the above bullets, the person responsible for reporting can add extra text.
- By now the overall setting is in place. We now move on to the area with the green arrow.

In this case, the questionnaire is divided into the main themes that constitute the frame.

Click on each of them and new options will appear:

If the respondents have written any comments for their score, they are shown here – and NO ONE but the person responsible for reporting can see them! – and the person responsible for reporting can include quotations anonymously, so that the only thing that will show is if they were made by an employee, a manager, an internal or external partner etc.

And the person responsible for reporting can write all the notes he/she desires – and they will be part of the final report.

When the person responsible for reporting is done, you go back to the overview and click **Report + Generate Report.**

This will generate a report of more than 20 pages about the Central Person.

Good Luck!