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 several reasons:

- The implementation and data collection process is time consuming and laborious.
- The data-heavy participant reports are complex and confusing.
- Even if participants understand the reports, they struggle with what actions to take to further develop their capabilities.

Mercer’s 360-degree Feedback Platform (formerly of Censeo Corporation) was designed from the ground up to fully address these challenges. The result? A market-leading, 360-degree survey solution that is readily deployed, easy to use and provides intuitive action-oriented feedback. The technology we use is scalable and well suited for any number of survey participants from a single leader to management populations in the thousands.

SIX EASY STEPS
The process is intuitive and flexible. There are six basic steps:

STEP 1: DEFINE SURVEY CONTENT
You can leverage Mercer’s Essential Leadership Competency Library and survey items, or go with a fully customized solution based on your existing survey content.

STEP 2: CONFIGURE SURVEY
The platform and survey are configured according to your specific needs.
STEP 3: ASSIGN RATERS
Invitations are emailed to participants, allowing them to access the system to assign their raters. Alternatively, you can provide Mercer with all participant and rater information.

STEP 4: COMPLETE SURVEYS
Surveys are completed online via a secure connection, and automated reminder emails are sent as needed to increase participation. Client administrators can monitor campaign progress via real-time statistics.

STEP 5: PRODUCE REPORTS
Once the survey campaign is complete, standard individual feedback and group analysis reports are provided within 48 hours.

STEP 6: DELIVER FEEDBACK TO PARTICIPANTS
Individual and/or group feedback sessions are conducted to review survey results and create individual development plans. Mercer can take the lead role in providing these services or you may opt to conduct these sessions using internal resources.

MERCER BEST PRACTICE 360 SURVEY SOLUTIONS
Based on its Essential Leadership Competency Library, Mercer has developed a set of three standard surveys designed to meet the needs of many organizations.

Each instrument is designed to address the most critical leadership behaviors for a given target group – line managers, mid-level leaders and executive-level leaders – and is ready to implement immediately.

PLATFORM TECHNOLOGY AND SECURITY
Security and reliability of data are critical to a 360 survey solution. As such, our servers reside in a highly secure environment (restricted access facility, behind firewalls, etc.) and all data transmitted between clients and servers is encrypted. Through a combination of redundancies, the system is highly reliable with a verifiable “up-time” of over 99.8%.

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

“Each instrument is designed to address the most critical leadership behaviors for a given target group – line managers, mid-level leaders and executive-level leaders – and is ready to implement immediately.”
CUSTOMIZED 360 SOLUTIONS
Mercer’s 360-degree Feedback Platform is designed to be one of the most flexible technologies on the market. The list of customization options is extensive. A selection of the most common is provided below.

HIGH-LEVEL OPTIONS
• Customizing system branding (colors, fonts, logos, etc.)
• Configuring the online survey and reports in multiple languages
• Modifying email communication templates
• Using demographic “grouping” variables

SURVEY DELIVERY AND ADMINISTRATION OPTIONS
• Using your own content
• Using Mercer’s Essential Leadership Competency Library and working closely with a Mercer consultant to develop your own custom survey
• Incorporating automated workflow that requires manager approval of participant-selected raters
• 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 a subset of available report sections; changing the order of report sections
• Displaying either internal or external normative data
• Weighting rater groups when calculating survey results
• Setting a minimum number of respondents for each role
• Using shading and colors to highlight important results
• Including a Development Opportunity Map
• Providing custom developmental suggestions
• Including performance trend analysis
INDIVIDUAL FEEDBACK REPORTS

TOOLS FOR INSIGHT

OVERALL RESULTS BY ROLE
Participants view their competency-level results, including self ratings and ratings by role (e.g., manager, peer, direct report).

COMPETENCY IMPORTANCE RATINGS
Displays the relative importance ratings for each competency, drawing attention to areas of agreement and disagreement between participant’s and manager’s perceptions.

ITEM RESULTS WITH COLOR HIGHLIGHTING
Ratings are displayed for each survey item, detailing overall and role-based results (self, manager, etc). A gap statistic statistic is also included, allowing participant’s to quickly identify behavioral “blindspots.”

TOP STRENGTHS AND DEVELOPMENT NEEDS
This section summarizes the participant’s top strengths and top development needs, both at the competency level and at the survey item level.

TOOLS FOR ACTION

DEVELOPMENT OPPORTUNITY MAP
A key component to individual development planning, this section 1) directs participants to items where performance improvement will likely lead to the most business impact, and 2) underscores the role the participant’s strengths are playing in achieving leadership success.

TARGETED DEVELOPMENT SUGGESTIONS
Based on the items most in need of development, this section offers participants a list of practical, intuitive options for improving their skills through on-the-job developmental activities.

GROUP REPORTS
Mercer also provides group reports based on aggregate results for organizational units or demographic variables. These are very useful for making comparisons and prioritizing development needs across groups.
CLIENT SUPPORT
Mercer’s client service is truly a differentiator in the marketplace. Unlike vendors who follow a more hands-off, software-for-purchase model, Mercer 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, you are assigned a consultant 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, Mercer’s team provides global support to system administrators and end users.

CONSULTING SERVICES
Mercer provides a breadth of consulting expertise across the spectrum of programs and processes that accompany 360 surveys such as leadership assessment centers, talent reviews and succession planning.

Why Mercer?
When clients choose Mercer for their assessment needs, they benefit from:

• An approach embedded in the current and future leadership requirements of their business
• A blend of multiple assessment tools and techniques
• Assessment outputs linked to development plans
• Global resources and consistency

For more information about our assessment solutions, contact us at talentassessmentsolutions@mercer.com

Businesses now recognize the pivotal role that talent plays in the success of their organizations. They need talent strategies and programs that go beyond the ordinary – to achieve solutions that are fact-based and enable greater business performance.

To learn more about how Mercer’s depth and breadth of talent management solutions and global resources can benefit your organization, please contact your local Mercer office or visit us at www.mercer.com/human-capital.