

How Thomas International SA assisted DUT with their executive and management performance reviews



Objectives

- > Develop and implement a 360 survey with competencies that would effectively and objectively measure the required competencies for a senior leader within the DUT context



Results

- > Thomas successfully analysed and combined the scores from different metrics of the assessment to achieve objectivity and deliver fair and clear survey results



INTRODUCTION

The Durban University of Technology is a higher education institute in the KZN region of South Africa with approximately 33,000 students. DUT initially began their relationship with Thomas International through utilising the Personal Profile Analysis (PPA) tool as part of their recruitment process. After finding this tool valuable they then requested a tool that could assist them with the performance review system that they have in place. The Bespoke Senior Leadership 360 management survey from Thomas International was then suggested for this purpose.



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As a user of the Thomas International 360-degree evaluation assessment, I have found the assessment tool to be extremely user friendly and useful in the determination of an objective outcome. The ratings are averaged for each competency, using the Likert-type rating scale. The questions direct participants into responding to a series of statements about a particular competency. This approach aims to measure attitudes and behaviours by triangulating the information. Confidentiality and objectivity are key to the process as they help to build confidence in the implementation of the performance management system at the University.



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THE CHALLENGE:

DUT had a performance score card with Key Outputs (KO's) that line managers had to use to rate their team members for the performance review process. Each KO was allocated a weighting and had a related objective that the candidate was scored on. The challenge was that DUT requested the 360 survey be combined with the final scoring on this performance score card in order to achieve an overall scoring for the candidate in a fair and ethical way.

THE SOLUTION:

- > 12 competencies with 48 related statements were selected from the Thomas International 360 Senior Leadership Template with two additional qualitative questions.
- > All responses were anonymous. DUT provided a list of respondents for each candidate which were split into Candidate, Line Manager, Team Members and Peers.

- > The team & peers were identified as people who worked closely with the candidate. A Thomas Consultant then randomly selected 2 peers and 2 team members from this list to participate in the 360 survey.
- > All respondents were briefed and communicated to by a Thomas Consultant to ensure confidentiality and objectivity were maintained throughout the process.
- > The executive leaders completed the 360 survey in 2019 and 2020.
- > The executive team were given a 360 awareness session by a Thomas International Consultant who appraised them on how the tool worked, how to interpret the results and how to give feedback to staff that they would assess in the future.
- > 11 candidates in a senior management position were also assessed on the same competencies in 2020 for their annual performance reviews.
- > The 360 reports were sent to line managers to conduct the feedback with the candidates.



THE RESULT:

The final scoring for the candidate on the Performance Scorecard was converted into a score out of 4. The 360 survey was based on a 7-point Likert scale which was then also converted to a score out of 4 to match the Performance scorecard.

We then worked out the weighting within the 360 report. Each competency had a result that was based on the combined scoring from the Manager, Team and Peers. There was also a result for each competency that the candidate scored themselves on. These are known as the scores for “Excluding Self” and “Self”. The score for “Excluding Self” was given a weighting of 20% and the score for “Self” was given a weighting of 10%. The score from the performance Scorecard was given a weighting of 80%. When the 360 score and Performance Scorecard score were combined it placed the candidate into one of four different categories ranging from Unsatisfactory Performance to Exceeds Expectations.

Thomas SA successfully maintained the confidentiality and objectivity of the process. Thomas SA was also able to effectively combine the scoring template from DUT with the scoring of the 360 survey and effectively rate the candidate in an ethical and fair manner.



For more information about how we can help deliver confidence
for your organisation, get in touch



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