



PERFORMANCE PROGRAMS INC.

assessment, awareness, action

What is a validated 360 feedback survey?

Validation is a research process that aims to show whether an instrument actually measures what it was designed to measure. It is a valuable feature in any published feedback survey.

There are many types of validation studies. In the case of 360 degree feedback for training and development purposes, survey designers strive for construct validity.

Construct validity is evaluated by determining how well the concepts behind the instrument account for an individual's performance on the instrument. For example, the Survey of Management Practices from the Clark Wilson Group's Task Cycle series measures the universal behaviors that are predictive of an effective manager. A manager with a strong record of success should have high scores on the survey whereas a manager whose performance has been weak should have low scores.

Validated 360 surveys meet the following criteria:

- The behaviors are observable.
- The behaviors can be trained.
- The behaviors do not overlap.
- They are based on skills that research has shown are correlated with actual job performance.

Each of the following techniques may be employed in creating validated 360 feedback:

- Judgmental and logical analysis
- Correlational analysis
- Process analysis
- Analysis of group differences
- Changes over time
- Responsiveness of scores to experimental treatment.

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