

**TECHNOLOGY AND SUPERVISION: IMPLEMENTING  
AN ONLINE 360 EVALUATION**

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**OHIO ASSOCIATION FOR COUNSELOR  
EDUCATION AND SUPERVISION**

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**Winter 2014**

**Presenters**

**Oscar McKnight Ph.D. LPCC-S LSW NCC DCC**

**Gregg Pollock, M.Ed., LPCC-S**

# Bio

## **Oscar McKnight Ph.D. LPCC-S LSW NCC DCC**

- Director of Psychological Counseling and Health Services at Ashland University
- Over 30 years of clinical experience
- Presented professionally at National, Regional and Local conferences
- Presented at OACES and at the All Ohio Counselors Conference in Columbus
- 20 years of experience administering and evaluating 360-degree evaluations in business
- Has incorporated the 360-degree evaluation in counseling supervision

# Bio

## Gregg Pollock, M.Ed., LPCCC-S

- Founder and Director of Pollock and Associates Counseling Services LLC
- Doctoral Candidate in the Counselor Education and Supervision Program at the University of Akron
- Experienced presenter addressing issues of Professional identity, legislative advocacy and supervision

# Specific Learning Objectives

- Understand the history and intent of the 360-Degree evaluation in supervision
- Understand how to modify and administer a 360-Degree evaluation in counseling supervision
- Understand how to interpret and use the 360-Degree evaluation for counselor development

# Traditional Counseling Supervision

Traditionally referred to as "upward feedback," where counseling supervisors give feedback only to their direct supervisees – counseling interns

## Methods

- Audio Record
- Video Record
- Observe (two-way window)
- Sit-in
- Examine and Review: DX; TX Plan; Notes...
- Consult (face-to-face or by distance)

# Supervision Model

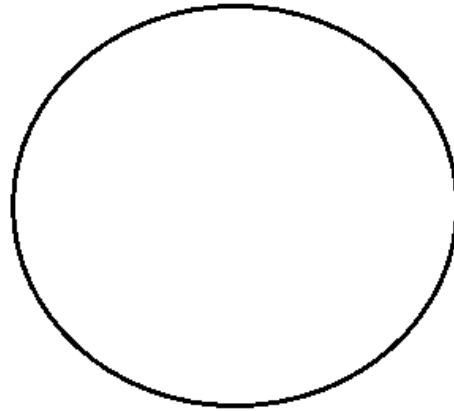
## “Jahari Window” Concept

Part Counselor Knows	Part Supervisor Knows
Part Counselor/Supervisor Knows	Part Neither Counselor/Supervisor Knows

A supervision model conceptually describing awareness levels between supervisor and counselor.

# Supervision Model

## “360-DEGREE” Concept



A supervision model conceptually describing awareness levels among supervisor, counselor, client, staff support, collateral support, etc...

# Brief History of 360 Evaluations

- The German military first began gathering feedback from multiple sources in order to evaluate performance during World War II...
- In the early 1950s, at Esso Research and Engineering Company used comprehensive surveys to evaluate employees...
- By the late 1950's businesses began to incorporate the 360 degree as a standard evaluation method...
- Currently, it is estimated that 90% of all Fortune 500 firms employ a 360 evaluation...
- For clarification, in human resources or industrial psychology, 360-degree feedback, also known as multi-rater feedback, multi-source feedback, multi-source assessment or skip-level evaluations...



# 360: Definition and Intent In Counseling Supervision

## Overview

- The 360 provides counseling intern with information about his/her performance from multiple perspectives.
- The 360 feedback will allow the counseling intern to set multiple objectives for self-development.
- Ultimate goal is to improve the individual counseling intern's performance within the profession.
- Ideally, the 360 feedback is used as an assessment for personal development rather than evaluation. However....

# Survey Development/Feedback

- Client Survey
- Support Staff Survey
- Collateral Staff Survey
- Supervisor Survey
- Counselor Survey

\*Surveys can be adapted or developed according to population or services of concern.

\*\*Validity models can be established internally – with benchmarks.

\*\*\*Counseling Intern can participate in the development.

## Counselor Evaluation Form

In order to provide the best possible services, we need to know what you think about the counseling services you received during the last THREE MONTHS. Thank you for taking time to complete this survey. This survey asks 25 questions and takes about 5 minutes to complete.

### Sample Questions

1. My counselor disclosed their professional training and license level? \*

- Strongly Disagree
- Disagree
- Somewhat
- Agree
- Strongly Agree
- Other:

2. My counselor discussed my rights when receiving services? \*

- Strongly Disagree
- Disagree
- Somewhat
- Agree
- Strongly Agree
- Other:

3. My counselor encouraged me to take responsibility for how I live my life? \*

- Strongly Disagree
- Disagree
- Somewhat
- Agree
- Strongly Agree
- Other:

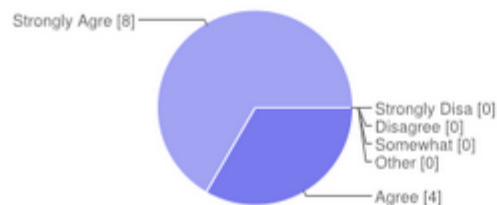
### Client Form

4. My counselor was willing to see me as often as I felt it was necessary? \*

- Strongly Disagree
- Disagree
- Somewhat
- Agree
- Strongly Agree
- Other:

## Summary

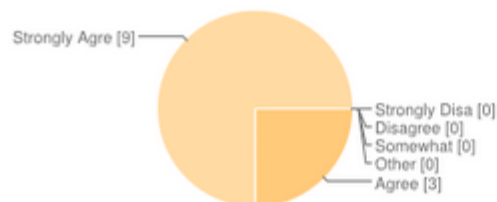
### 1. My counselor disclosed their professional training and license level?



Strongly Disagree	0	0%
Disagree	0	0%
Somewhat	0	0%
Agree	4	33%
Strongly Agree	8	67%
Other	0	0%

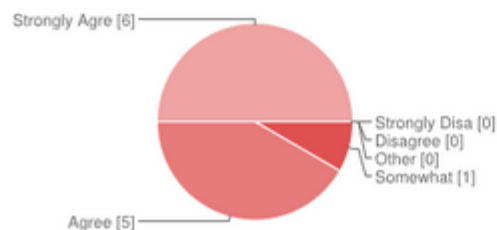
## Sample Printout

### 2. My counselor discussed my rights when receiving services?



Strongly Disagree	0	0%
Disagree	0	0%
Somewhat	0	0%
Agree	3	25%
Strongly Agree	9	75%
Other	0	0%

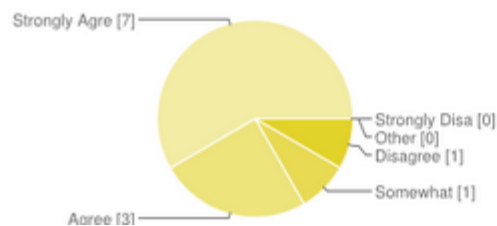
### 3. My counselor encouraged me to take responsibility for how I live my life?



Strongly Disagree	0	0%
Disagree	0	0%
Somewhat	1	8%
Agree	5	42%
Strongly Agree	6	50%
Other	0	0%

## Client Form

### 4. My counselor was willing to see me as often as I felt it was necessary?



Strongly Disagree	0	0%
Disagree	1	8%
Somewhat	1	8%
Agree	3	25%
Strongly Agree	7	58%
Other	0	0%

# Qualitative Responses

## General Comments?

She was very helpful, and very respectful in helping me deal with my problems!

I look forward to working with her more next semester!

I was only able to have 3 sessions with her, because I am graduating this semester. She has helped me tremendously the best way she can in the little amount of time. I wish I had come to her earlier with my problems so I could have more counseling time with her.

Counseling was so helpful and eye opening. I appreciate everything she has done for me so much.

I would recommend her anyone that is considering counseling. She is very professional and knowledgeable. Her support and way of challenging me has helped me push through everything I am going through.

I liked being about to open up to my counselor and not feel like she is going to judge me.

She knew nothing about anxiety. She actually gave me a panic attack due to over-stimulation.

She was very understanding and never judgmental which made it very easy for me to open up. I have improved so much since I started counseling.

### Sample Statements

## Sample Questions

### Counseling Intern Evaluation Form

Please help us evaluate the professional development of our counseling intern. This survey has six questions and takes less than 3 minutes to complete. Thank you.

1. The counseling intern always follows a professional dress code? \*

- Strongly Disagree
- Disagree
- Somewhat
- Agree
- Strongly Agree

2. The counseling intern appears polished and poised as a professional? \*

- Strongly Disagree
- Disagree
- Somewhat
- Agree
- Strongly Agree

3. The counseling intern uses proper oral and written language? \*

- Strongly Disagree
- Disagree
- Somewhat
- Agree
- Strongly Agree

4. The counseling intern interacts with staff in a professional manner? \*

- Strongly Disagree
- Disagree
- Somewhat
- Agree
- Strongly Agree

5. The counseling intern displays a high degree of emotional maturity? \*

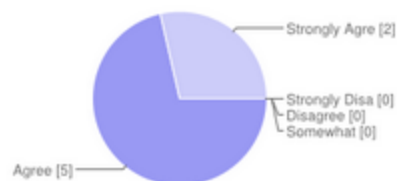
- Strongly Disagree
- Disagree
- Somewhat
- Agree
- Strongly Agree

## Staff Form

## Sample Questions

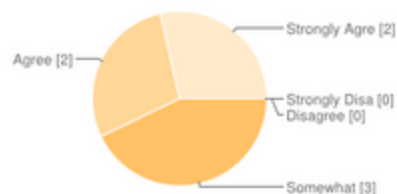
### Summary

1. The counseling intern always follows a professional dress code?



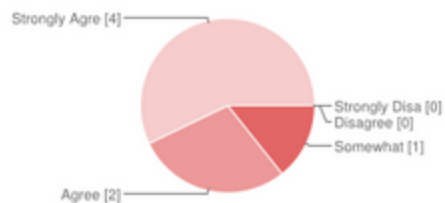
Strongly Disagree	0	0%
Disagree	0	0%
Somewhat	0	0%
Agree	5	71%
Strongly Agree	2	29%

2. The counseling intern appears polished and poised as a professional?



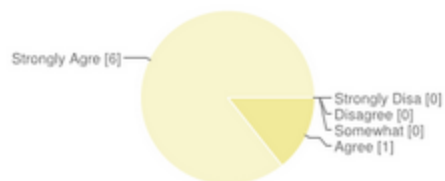
Strongly Disagree	0	0%
Disagree	0	0%
Somewhat	3	43%
Agree	2	29%
Strongly Agree	2	29%

3. The counseling intern uses proper oral and written language?



Strongly Disagree	0	0%
Disagree	0	0%
Somewhat	1	14%
Agree	2	29%
Strongly Agree	4	57%

4. The counseling intern interacts with staff in a professional manner?



Strongly Disagree	0	0%
Disagree	0	0%
Somewhat	0	0%
Agree	1	14%
Strongly Agree	6	88%

## Staff Form

# Qualitative Responses

## General Comments?

### Sample Statements

You can see her developing.

She is a very nice person. I think she will be a very good counselor. She listens.

No problem at all. She is doing fine from what can tell.

She always seems to be working. She does look tired, but I guess we all do sometimes.

I think she is a wonderful asset to the Counseling Center.

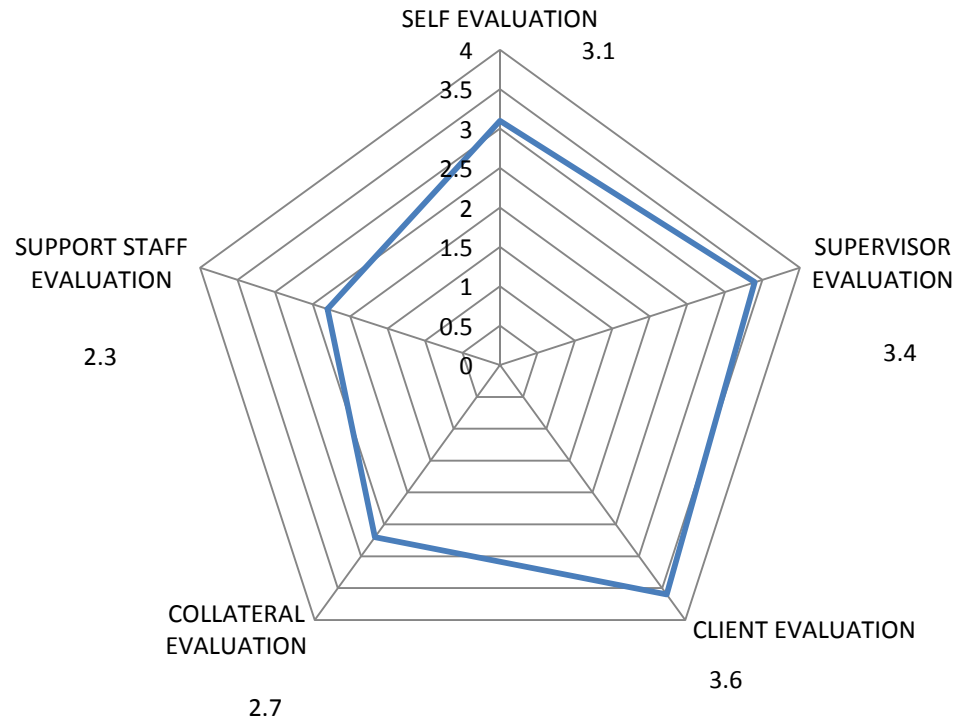
She takes her responsibilities as a counseling intern very seriously.

She wants to learn and appreciates her time not only with student clients, but also with her internship supervisor.

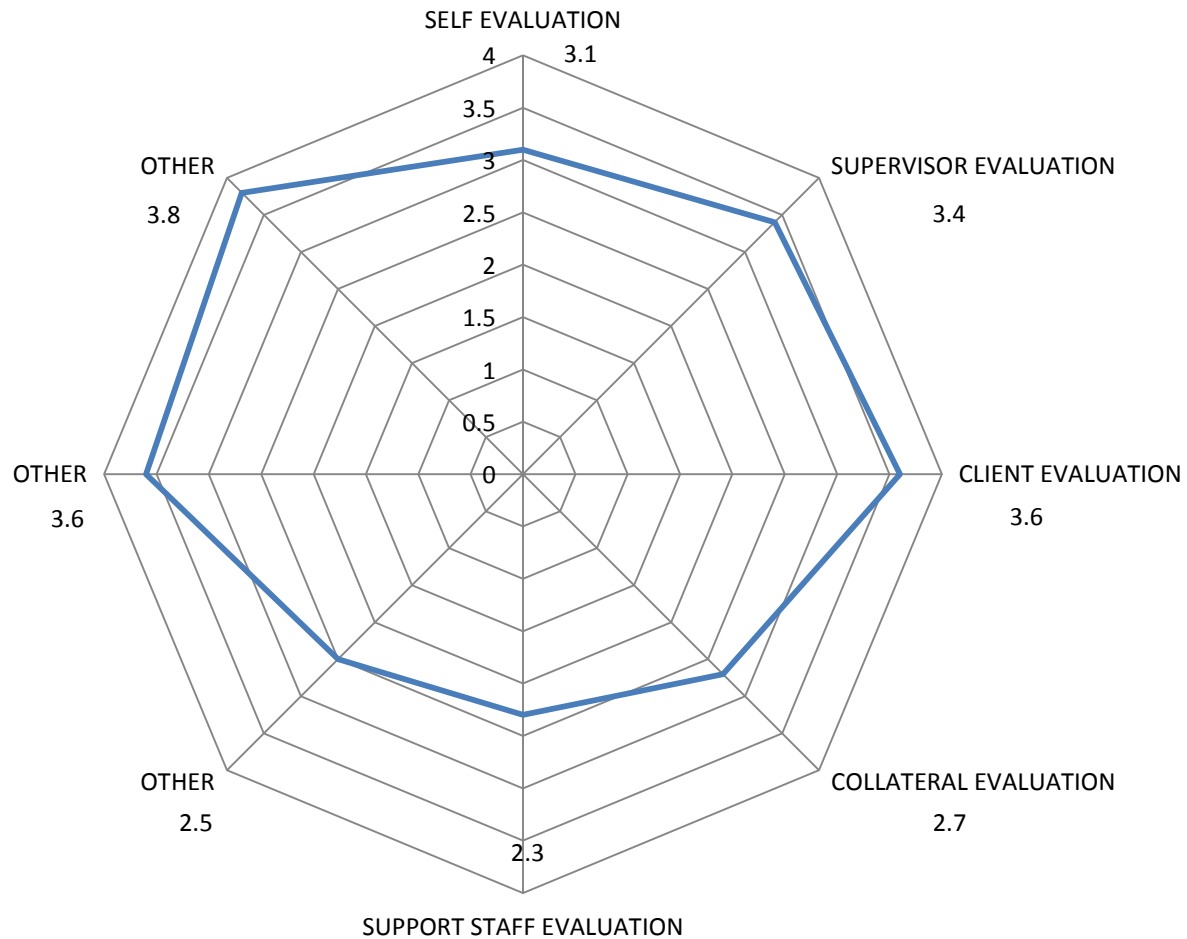
She is dedicated to embracing diversity and the needs of students.



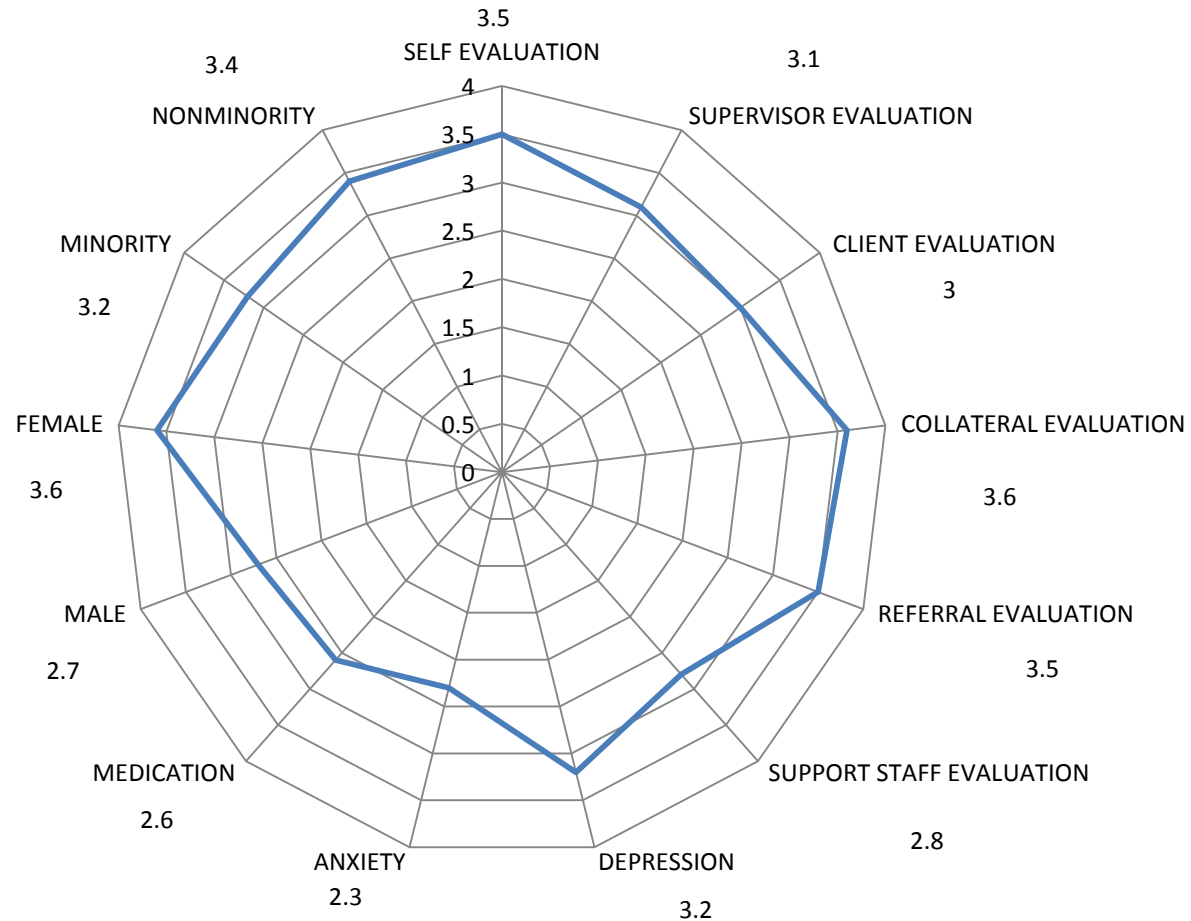
# 360-DEGREE GRAPHIC DISPLAY



# ABILITY TO ADD EVALUATORS: INCREASING AWARENESS



# ABILITY TO ADD DEMOGRAPHIC, DIAGNOSTIC, & TREATMENT VARIABLES: ENHANCE BIG PICTURE AWARENESS



# BENEFITS OF USING THE 360 FOR COUNSELOR DEVELOPMENT

- Converting Likert scales into a GPA allows for both specific and conceptual understanding
- Multiple evaluators allows for development of a professional identity beyond the clinical practice
- Incorporating demographic, diagnostic, & treatment variables allows a supervisor and counselor to be aware of possible blind-spots

# INTERPRETING THE 360

## A SUPERVISOR CAN:

- Benchmark
- Rank-order specific evaluations
- Clarify by cluster analysis
- Quantitatively track development
- Qualitatively assess written responses
- Solicit counselor feedback by item/cluster
- Acknowledge professional growth
- If warranted, assist the counseling intern develop a self-derived intervention plan

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