



360-Degree Behaviour Feedback Form

to be completed by line managers, mentors, colleagues, and/or clients at least once per year

About this form: A 360-degree feedback process gathers comments from multiple sources at different levels of an organisation, such as supervisors, colleagues, direct reports and even customers or suppliers. This process helps to generate a range of feedback from different perspectives in order to enable reflection, development and future growth. We encourage apprentices to use this process to gather evidence about the skills and behaviours for the apprenticeship portfolio, at least once per year.

Completing the form: If you have been asked to complete this form, please comment on the apprentice's general performance in relation to the skills and behaviours listed below and include any relevant examples to contextualise the comments (please do not include any commercially or personally sensitive information). We suggest that you complete this form with the apprentice, encouraging them to provide examples of when they have demonstrated the skills or behaviours and helping them to explore their competency in this area and any developmental needs. Please complete this with your apprentice at least once a year, so that they develop a strong evidential record of their development across the apprenticeship.

Scale (optional): if you wish to provide a scale in order to help track progress and development, we encourage you to use the DOSE scale of occupation competency:

- **D: Developing:** Performs in this area in a perfunctory manner with areas of inconsistency
- **O: Operational:** Performs in a more consistent and confident manner, showing awareness and willingness to work towards the expected standard in this area
- **S: Strong:** Performs as expected and does so consistently as required for the standard in this area
- **E: Excellent:** Performs consistently above the expected standard in this area

Apprentice: you should use the completed feedback forms as evidence in your apprenticeship portfolio and reflect on the key themes in your reflection on evidence forms. You may also want to collect additional supporting workplace documents to evidence these skills and behaviours (emails, photos etc.), in line with guidance from your skills coach.

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Apprentice Name:		Year	1	2	3	4
Name of person completing:		Date:				
Relation to apprentice:		Signature:				

Descriptor (from the apprenticeship standard)		Comments (e.g. strengths, areas to improve, suggestions, examples)	Scale (optional)
Takes Responsibility	Drive to achieve in all aspects of work. Demonstrates resilience and determination when managing difficult situations. Seeks new opportunities underpinned by commercial acumen and sound judgement.		
Inclusive	Open, approachable, authentic, and able to build trust with others. Seeks the views of others and values diversity internally and externally.		
Agile	Flexible to the needs of the organisation. Is creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responding well to feedback and need for change. Open to new ways of working and new management theories.		
Professional	Sets an example, and is ethical, fair, consistent and impartial. Operates within organisational values and adheres to the CMI's Professional Code of Conduct and Practice. www.managers.org.uk/policies/code-of-conduct-and-practice		

