

Guidelines for School Leaders if they insist on using such research strategies as the 360 degree feedback survey.

- Design of the survey. There should be more positive than negative questions.
 - Are the questions probing positive or negative feedback?
 - How many questions do you have? What is the ratio of positive to negative?
- Why would the survey be anonymous? What is the purpose of anonymity?
- Ethics approval. Is there a member of staff/ Governors with research expertise who could proofread the survey and consider how it will be conducted?
- The key researcher conducting the survey should screen for offensive words only. No data is to be manipulated in anyway, especially qualitative descriptions.
- Only the staff member should have access to the data (original) and they can only be encouraged to share with their line manager as part of any professional development/appraisal – they do not have to do this (not obliged).
- Resources such as Employee Support/Assistance (counselling) are made available to support staff wellbeing
- As the 360 degree survey can sit within workplace harassment – all staff members should be given the choice to opt out if they wish
- For the purposes of the anti-discrimination legislation **harassment is:**
 - unwanted conduct
 - on one or more prohibited grounds which
 - has the purpose or effect of
 - violating the recipient's dignity
 - or of creating an intimidating, hostile, degrading, humiliating or offensive environment for the recipient.
- Please refer to the Model School Inclusion Policy for details and definitions of workplace bullying and harassment