

**Board of Directors' Meeting Report – 24th September 2014
Agenda item 282/14**

Title	Staff Appraisal (Performance Review) Information
Sponsoring Director	HR Director
Author	Lynda Steer, Head of Leadership, OD and Learning
Purpose	To provide further information on the quality of appraisals undertaken within the Trust.
Previously considered at	Board Meeting

Executive Summary

Following on from a previous report to the Board I was asked to review the quality of the appraisals that are being completed within the Trust.

Currently we are at 74.15% against a target of 85% for appraisals being completed, which is an increase of 1.55% against last month.

Over a period of one month the L & OD Team randomly sampled appraisals submitted to the appraisal email and uploaded on ESR. They assessed the appraisals against clearly defined criteria. The analysis told us that overall we found evidence of best practice – indicating that we do have some good people managers within the Trust. However, there are areas within the appraisal where further development is required such as:

- Provided constructive and actionable feedback - only 57% surveyed could be rated 3 and above
- Rating provided was aligned to the feedback throughout the review - 35% weren't
- Evidence of objectives - 77% were rated 3 and above
- SMART objectives - 44% were rated 3 and above
- Development plan - 30% did not have one
- Having a SMART development plan - 35% were rated 3 and above

Currently as a Trust we are at 74.15% (June 2014). When comparing where we were this time last year we have increased our % penetration by 4.79% from 69.36%. During this year we have designed a number of different L & D interventions to enable managers and staff to develop their skills around the performance review process. Some examples are:

- Getting Great Results with Appraisals Webinar (covering many aspects of performance reviews)
- Appraisal Video Guide (how to use the appraisal form)
- 3 hours of face to face development (touching on all elements of the performance reviews)
- Team and individual coaching (specific to individuals/teams need)

The increase we have had in-completion would indicate that the training has been beneficial for those

<p>accessing it. Though we still have a way to go in achieving our 85% target.</p> <p>At the end of this report we make recommendations for improving the experience for people completing the performance reviews (the managers) and for the individuals receiving the performance reviews (the member of staff).</p> <p>We would like the board to agree to our recommendations.</p>	
	<p>5. Staff – feel proud to work here and keep making a difference</p>
Related Risk	<p>5 – disengaged workforce</p>
Legal implications / regulatory requirements	<p>This report includes measures which affect our CQC compliance, outcome standards:-</p> <p>12 - Requirement relating to workers 13 - Staffing 14 - Supporting staff</p>
Quality impact assessment	<p>The report provides assurance on quality performance as there is a correlation between staff, staff satisfaction and the quality of patient care.</p>
Equality impact assessment	<p>As far as can be considered this paper has no detrimental impact for the 9 protected characteristics under the Equality Act 2010.</p>
<p>Action required by the Board</p> <p>The Board is asked to note the actions on this report.</p>	

1. Context

During the month of May we carried out an assessment on appraisals submitted to the appraisal email and uploaded on ESR. To rate the quality we used a series of questions as our assessment criteria, some had a yes/no answer as to whether or not the information was evident and a number asked for a rating of 1 to 5 with 1 being poor evidence observed and 5 being good quality evidence observed.

The assessment questions asked were:

- Is positive feedback provided?
- Is developmental feedback provided?
- How constructive and actionable (SMART) is the feedback?
- Is the overall rating defined?
- Is the rating provided aligned to the feedback throughout the review?
- Are objectives evidenced?
- Is a quality objective evidenced?
- How SMART are the objectives?
- Is there a development plan?
- How SMART is the development plan?

Below is an example of how the assessment criteria was laid out for recording.

Appraisee Name:		Reviewed by:					
Manager Name:		Review Date:					
Date of Appraisal:		Business Unit					
		Poor					
		Y/N	1	2	3	4	5
		Excellent					
1. Is positive feedback provided?							
2. Is developmental feedback provided?							
3. How constructive and actionable (SMART) is the feedback?							
4. Is the overall rating defined?							
4b. Is the rating provided aligned to the feedback throughout the book?							
5. Are objectives evidenced?							
5b. Is a quality objective evidenced?							
6. How SMART are the objectives?							
7. Is there a development plan?							
8. How SMART is the development plan?							

2. Key Themes

We reviewed just over 5% of the work force's appraisals (253). We took a cross section across all business units and captured whilst carrying out the analysis positive and not so positive observations on the completion of the performance review forms.

Positive observations

- Second sign off from "grand parent"
- Clear ratings
- Majority had been filled out by appraisers (evidenced due to how it was written)
- Considerable effort demonstrated by manager and appraisee
- SMART objectives
- Positive feedback provided
- Developmental feedback provided
- Development plan

Not so positive observations

- Observations that could indicate:
 - a lack of understanding of what is expected
 - a lack of time dedicated to the review
 - a lack of interest:
- Objectives that were not SMART
- Little managers comments throughout the paperwork
- Review being used to discuss grievances
- No future objectives set – for some none were set as it was mentioned this was their first review
- Lack of depth of feedback (developmental or otherwise)
- Lack of comments in section one reference objectives
- Lack of quality objective set
- Not comprehensively filled in or missing pages
- Non-existent development plans
- Evidence presented indicated it was a tick box exercise to discuss development
- Lack of managers rating or comments on the behaviour pages

The analysis told us that overall we found evidence of best practice. However, there are areas where further development is required such as:

- Provided constructive and actionable feedback - only 57% surveyed could be rated 3 and above
- Rating provided was aligned to the feedback throughout the review - 35% weren't
- Evidence of objectives - 77% were rated 3 and above
- SMART objectives - 44% were rated 3 and above
- Development plan - 30% didn't have one
- Having a SMART development plan - 35% were rated 3 and above

	Y	N	1	2	3	4	5
1. Is positive feedback provided?	74%	26%					
2. Is developmental feedback provided?	87%	13%					
3. How constructive and actionable (SMART) is the feedback?			13%	30%	30%	27%	0%
4. Is the overall rating defined?	88%	12%					
4a. Is the rating provided, aligned to the feedback throughout the book?	65%	35%					
5. How well are the objectives evidenced?			9%	14%	43%	30%	4%
5a. Is a quality objective evidenced?	65%	35%					
6. How SMART are the objectives?			13%	43%	35%	9%	0%
7. Is there a development plan?	70%	30%					
8. How SMART is the development plan?			26%	39%	30%	5%	0%

We carried out some comparisons with the staff survey results from 2012 to 2013 to track if there had been any changes and found:

To the question - In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?

- In 2012 342 said No
- In 2013 321 said No

21 more people received a review from one appraisal to the next.

To the question – did it help you to do your job?

- In 2012 921 said No
- In 2013 912 said No

From one appraisal period to the next the staff who said No it did not help them to do their job had reduced by 11

To the question – Did it help you to agree clear objectives for your work?

- In 2012 1502 said Yes
- In 2013 1553 said Yes

From one appraisal period to the next 52 more people said they had agreed clear work objectives.

To the question – Were any training, learning or development needs identified?

- In 2012 691 said No
- In 2013 675 said No

From one appraisal period to the next 16 more people had training, learning or development needs identified.

This information allows us to track the effectiveness of the appraisal training the L & OD Consultant Team is delivering, due to the movements in the 2012 to 2013 staff survey results as well as the information presented from the analysis of completed appraisals.

The learning resources available for managers delivering or staff undergoing appraisals are detailed below.

Platform	Methodology	Title (& Content)	Who For	Existing Availability
StaffNet	Website	Search for Performance Appraisal (Appraisal Process, FAQs, Forms, Guides for both Manager & Staff, Objective setting examples)	All Staff	Continuous
iLearn	Webinar	Getting Great Results with Appraisals (Many aspects of appraisals)	Managers, Team Leaders etc	3 dates
	Webinar	Objective Setting – Setting Clear Direction (How to set good objectives)	Managers, Team Leaders etc	1 date
	Webinar	Making the most of your appraisal (getting the best out of your own appraisal)	All Staff who undergo appraisals	3 dates
	eLearning	Appraisal Video Guide (how to use the appraisal form)	Managers & Team Leaders	Continuous
	eLearning	Appraisal Process Guide (Best practice appraisal process)	Managers & Team Leaders	Continuous
	Face to Face development	3 hours of face to face development touching on elements of the above	Managers & Team Leaders	3 dates

As of the middle of July, there are 202 places available across all of these resources.

We recommend people go to staffnet first, complete the eLearning and then attend whichever webinars they feel they need to fill in the gaps.

The resources are just one part of providing development for managers and staff. The L & OD Consultant team have been working alongside their HRBP's producing action plans detailing what they will be focusing on to increase their % completion.

Alongside increasing the % completion the teams have been providing focused sessions on different aspects of the paperwork, behaviours required for effective reviews and how to handle certain review situations.

They have also been providing coaching for managers and individuals within different Business Units focusing on their individual needs. However, we still have a way to go to get all business units to the 85% target.

Currently as a Trust we are at 74.15% (June 2014). When comparing where we were this time last year we have increased our % penetration by 4.79% from 69.36%. On closer examination there are three business units where the % completion has fallen in 2014 from 2013. These are highlighted below in grey and are Finance; Medial Director and Surgery. Within these areas (as with all Business Units as the board is aware) there are workforce improvement plans and within these plans appraisals are covered.

Business Unit	Percentage received by Date of Report for June 2014	Percentage received by Date of Report for June 2013
390 Capital - BU	58.33%	53.33%
390 Clinical Support Services Diagnostic & Therapeutic - BU	81.25%	75.50%
390 Corporate Services - Chief Executive	80.00%	75.00%
390 Corporate Services - Director of Finance	58.86%	66.67%
390 Corporate Services - Director of Human Resources	71.53%	69.64%
390 Corporate Services - Director of Nursing	77.78%	60.61%
390 Corporate Services - Medical Director	57.69%	63.64%
390 Facilities - BU	70.59%	67.98%
390 Medicine - BU	75.07%	68.22%
390 MSK Musculoskeletal - BU	79.89%	76.18%
390 Surgery - BU	74.40%	78.40%
390 Theatres & Critical Care - BU	74.06%	66.96%
390 Women's & Children's - BU	62.33%	46.73%
Trust Total	74.15%	69.36%

3. Recommendations

There are a number of changes that could be made to improve the quality of performance review. Our recommendations are:

1. For clinical facing people managers where the service takes priority provide protected time for these managers to complete performance reviews
2. Implement monthly 1:1 for new starters during their probation period
3. Continue to develop the skills and competence of our managers

4. Pilot the concept of continuous performance review in a number of business unit areas
5. Introduce a top down tiered approach for appraisal completion

Protected time for clinical facing people managers to complete the performance reviews

Feedback from managers and individuals indicates that there is a lack of time to complete **all** the people elements of a leaders/managers role, not just the performance reviews.

We propose that staff with management responsibilities be given protected line management time as it is the very absence of this that inhibits their ability to effectively do their job effectively.

The amount of protected time required will be dependent on the numbers of staff in their responsibility. Typically this could be half an hour per staff member each month, one hour for team meetings per month and one hour for appraisals per employee.

To be effective, line managers should have no more than 12 direct reports they are responsible for.

We also need to:

- Clearly identify and communicate which manager is responsible for reviewing each member of staff's performance
- Ensure managers who actually work with the member of staff on a regular basis carry out their reviews
- Ensure grandparents take an active interest in the appraisals, providing coaching support to their managers and if necessary challenging the information presented where necessary
- Ensure grandparents take an active interest in all members of the team – they can often see the broader landscape for movement within the trust
- Publish clear standards and expectations for grandparents as part of their coaching role

Implement monthly 1:1 for new starters during their probation period

Build into each new starter's probation period monthly 1:1 with their manager to review progress and monitor and progress development areas.

This is a way of saying – this is how we do things round here and demonstrating we live our values. We know for a fact that we have a high proportion of leavers within the first 2 years who have stated that they don't feel valued, this could start to minimise this.

Some of these new starters may well be new managers or individuals who may go on to be our future leaders – by educating them in the right way to do the people elements they are more likely to carry on doing the right things or to start doing them when they are leading a team.

Continue to develop the skills and competence of our managers

There are links to the paper produced on Staff Engagement and the recommendations about getting the people elements right! In particular the activities detailed in the action plan for developing existing and new managers in:

- Having difficult conversations
- Identifying high potential
- Managing potential
- Managing under performance

- Carry out career development discussions
- Succession planning
- Living our values

We have recently published on StaffNet examples of SMART Objectives for a variety of positions. These can be found in the appendices.

We will continue to run the current activities as well as designing new learning interventions such as:

- Video's demonstrating positive and negative examples of performance reviews broken down into key areas of the review process
- Webinars on different aspects of the review process
- Resources such as SMART Objectives and Development plans; positive and developmental feedback and evidence to support ratings.

Continuous performance review

The concept of continuous performance reviews is monthly 1:1's conducted with each staff member reporting into a manager. These are a two way discussion covering:

- How things are going, generally
- How projects are or work is progressing
- Success in the past month
- Identification of development requirements
- Reviewing, monitoring and progressing performance against objectives
- Refocusing on development and performance initiatives
- Identifying opportunities
- Gathering data and information as the months progress
- Monitoring the progression of the development of knowledge and skills
- Identifying new opportunities for development

Research states that having continuous reviews minimises the amount of time required for the annual review. The other benefits for continuous review are that discussions take place as near to the event for success and areas for improvement to be discussed, meaning they can be acted upon quicker and are more likely to have positive outcomes. The effect on the annual performance review is that with less time spent reviewing what has happened previously – due to continuous review; more time can be spent on development and progression.

The idea would be to pilot in areas within different business units for a period of 12 months continuous appraisal, monitoring staff satisfaction rates from one period to the next.

Introduce top down tiered approach for performance reviews

Whilst carrying out the review of completed appraisals and obtaining feedback from staff during learning interventions, we have established that where there are no objectives set this is often down to a lack of higher level objectives being set or as yet undecided.

This impact on the individual's objectives because their objectives cannot be aligned to what the department/business unit needs to achieve, as they are not evident? Of course they will have some specific objectives to their role or personal development however; their objectives do need to be linked to the strategic goals at department and organisational level.

A solution might be for us to consider staggering the performance reviews based on seniority, for example:

- 30 April - Trust and executive objectives finalised
- May - Senior Manager performance reviews conducted
- June - Manager performance reviews conducted
- July - Team Leader, Supervisor performance reviews conducted
- August onwards - All other staff performance reviews conducted

The rationale behind this is that decision makers within the organisation have a direct link from top to lower management level in terms of objectives. At ward level there is likely to be only notable exceptions based around personal development which is generally not tightly tied to manager's objectives.

There could also be a direct link to the communications strategy every year at April time, setting the direction for that coming year.

The benefits of this approach would be:

- Everyone would know when they are due to a performance review
- Managers could be focused on the process as they are repeating it at the same time
- Having different levels done at the same time could aid more effective planning of development, learning and training monies
- Good opportunity for managers to delegate some of their activities to people during this time to enable others to take responsibility for things – career development

4. Actions

What follows is an action plan detailing the actives we will take.

Action	Activities	Responsible	By when
Protected time for managers to complete performance reviews	Business Units and Senior Managers to review the possibility of introducing protected time for people managers to carry out performance reviews Present findings	BUD's, ABUD's & Senior Managers	September 2014
Monthly 1:1's for new starters as part of probation period	Introduced as part of the onboarding process Written into the Onboarding documentation Managers communication/ briefings to ensure awareness and implementation Monitor by completing new starters reviews 3 months after individual has joined Review leavers lists to identify impact of monthly 1:1's on those leavers within 2 years	Managers with support from L & OD Consultants & HRBP's	Underway Start 1st August 2014 December 2014 onwards
Continue to develop the skills and competence of people leaders and managers	<p>Design a Competent People Leaders blended learning programme covering:</p> <ul style="list-style-type: none"> • Recruitment • Exit Interviews • Difficult conversations • Identifying high potential • Managing potential • Managing under performance • Career development discussions • Building high performance teams • Succession planning <p>New managers programme developing the Southend people management processes and behaviours: In conjunction with the Competent People Leaders a blended learning programme that incorporates all the Trust processes around being a people leader.</p> <p>Establish a manager and leaders portal on StaffNet for one stop information with links to iLearn for booking interventions</p>	<p>L & OD</p> <p>L & OD and Communications</p>	September 2014 onwards

Action	Activities	Responsible	By when
Career Pathways	<p>Working with professional leads identify career pathways for professions</p> <p>Develop and publish clearly defined career pathways for roles within the Trust</p> <p>Establish a StaffNet page for Career Paths</p> <p>Market Career Pathways</p>	L & OD, Professional Leads and Senior Managers	By the end of 2014
Pilot continuous performance review	<p>Identify business units to pilot</p> <p>Brief and develop managers in the concepts of continuous improvements</p> <p>Run for a period of 12 months with reviews at 3, 6 and 9 months undertaken – staff and managers</p> <p>Report produced on findings with recommendations</p>	L & OD, BUD's, ABUD's and Senior Managers	<p>By end of September 2014</p> <p>October/ November 2014</p> <p>December 2014 to December 2015</p> <p>January 2016</p>
Introduce a top down tiered approach for appraisal completion	<p>Consultation to determine feasibility</p> <p>Decision made</p>	L & OD, BUD's, ABUD's and Senior Managers	<p>October 2014</p> <p>October 31st 2014</p>
Video of Good and Bad examples	Design in house video to show people the difference between good and bad	L & OD Consultant Team	By November 2014

Appendices

A thriving and dynamic "hospital without walls" providing services that extend into the wider community. An organisation with a reputation for excellence in the way it cares for the people it serves.

Human Resources

View All Site Content

Appraisal

- Appraisal FAQ
- Appraisal process
- Job profiles
- Objective setting**

Site Actions

StaffNet-Home > Human Resources > Appraisal > Objective setting

Objective setting

In busy and challenging times, well constructed objectives are more important than ever. They help us to be clear about what is expected and where we should focus our efforts. Clear and realistic goals are important for motivation and performance.

As part of the appraisal process you need to write objectives for yourself and, if you are a manager, your team members.

These objectives should be **SMART**:

Specific: the wording should be clear and unambiguous

Measureable: quantitative and/or qualitative measures should be identified which will help to gauge success

Agreed: the objective must be agreed with the individual to ensure commitment

Realistic: the objective should be realistic and linked to team and business unit strategies and priorities









Time-bound: have a clear deadline

Writing effective objectives takes time and effort. The time spent is a good investment; it is part of the process of setting up for success.

Sample objectives

Below you will find some sample objectives. The examples are categorised by job role. Please note that these are examples only. The aim of providing examples is to illustrate the structure of objectives. They should be viewed as suggestions that may help you formulate objectives. You will need to tailor any that you use, making them specific to your own situation.

Sample objectives

Type	Name	Modified By
	Ward manager sample objectives	Lee, Sarah
	Technical officer sample objectives	Lee, Sarah
	Staff nurse sample objectives	Lee, Sarah
	IT specialist sample objectives	Lee, Sarah
	HCA sample objectives	Lee, Sarah
	Domestic sample objectives	Lee, Sarah
	Clinical services manager sample objectives	Lee, Sarah
	Admin support sample objectives	Lee, Sarah

Sample Objectives for clinical services, including a Quality Objective and a Safety Objective

Team objectives	My objectives (what I will do to help achieve the team objective)	How can I measure success?	When do I need to do this?	Who else needs to be involved?
CIP Objective – identify cost savings	Identify a scheme to deliver cost saving	CIP saving achieved	March 2015	PMO
CIP Objective - minimise use of bank and agency staff to save money	Analysis of bank/agency staff spend, highlighting key reasons and any seasonality/ timing spikes. Create a plan proposing how to minimise the use of bank/agency staff.	Analysis complete Plan implemented Variance bank/agency staff spend this year v last year and spend v plan. 6 month review complete	Aug 2014 Oct 2014 Monthly April 2014	Unit bank/agency authorisers Finance
Support and develop staff - Performance appraisals up to date	Ensure all performance appraisals are carried out so that staff feel valued and have clear goals and development plans.	% appraisal completion levels Check staff motivation levels by speaking with them. Staff achieving objectives	End of each month Quarterly	All staff in my business area
Service development	<i>My quality objective (how I am going to contribute to improved quality in the Trust):</i> Identify at least one service development opportunity, assess feasibility and progress as appropriate	Opportunities identified Feasibility study completed Implementation	Nov 2014 Jan 2015 July 2015	PMO
Team/Department statutory mandatory training is up to date	<i>My safety objective:</i> Complete statutory & mandatory training, as required by the Trust.	Monthly statutory mandatory reports issued by HR	When due July 2015	Stat/man trainers

Sample Objectives for HCA, including a Quality Objective and a Safety Objective

Team objectives	My objectives (what I will do to help achieve the team objective)	How can I measure success?	When do I need to do this?	Who else needs to be involved?
Provide excellent patient care	I will be the TVN link person and attend TVN meetings and update others on the ward.	Feedback given to colleagues every 2 months	Every 2 months	TVN Link nurse
Provide excellent patient care	I will be involved in the essence of care audits to help drive performance improvement.	Audit results reviewed Results shared with team Audit results improve	Monthly Quarterly July 2015	Ward staff Ward manager
Improving overall ward performance	<i>My quality objective (how I am going to contribute to improved quality in the Trust):</i> I will monitor equipment and see if there are any changes that can be made to improve things, e.g. bins, doors. I will remind staff when using equipment, to ensure we all use it correctly.	Equipment improvements made Equipment used correctly – no errors/accidents. Discussed at team meeting	Every shift Monthly Once a quarter	Ward staff Ward sisters Ward manager
Team/Department statutory mandatory training is up to date	<i>My safety objective:</i> I will complete my statutory & mandatory training, as required by the Trust, so that I stay safe and deliver a safe service.	My stat/ man training is up to date	When due July 2015	Stat/man trainers

