

## Board of Directors' Meeting Report – 5 August 2015

### Agenda item 75/15

<b>Title</b>	Staff Appraisals Report
<b>Sponsoring Director</b>	Mary Foulkes Director of OD & HR
<b>Author</b>	Lynda Steer, Head of Leadership, OD and Learning
<b>Purpose</b>	To report on the process improve the quality of appraisals
<b>Previously considered by the Executive</b>	On 27 July 2015
<b>Executive Summary</b>	
This report details the plans to change the appraisal process and the plans to monitor the quality of appraisals.	
<b>Related Risk</b>	5 – disengaged workforce
<b>Legal implications / regulatory requirements</b>	This report includes measures that affect our CQC compliance, outcome standards:-  12 - Requirement relating to workers 13 - Staffing 14 - Supporting staff
<b>Quality impact assessment</b>	The impact on quality will be dependent on staff experiencing meaningful appraisals. The quality of the appraisals has a direct correlation between staff satisfaction and the quality of patient care.
<b>Equality impact assessment</b>	As far as can be considered this paper has no detrimental effects on the nine protected characteristics under the Equality Act 2010.
<b>Action required by the Board</b>	
The Board is asked to note the actions planned to make appraisals meaningful.	

## Monitoring the Quality of appraisals

The Board agreed that in addition to the 6 monthly internal audits the Board would also look for improvements in the following areas of annual staff survey.

- All staff receives job relevant training, learning and development in the past 12 months – The Trust score was 78% the National average for acute Trusts were 79%. It was agreed that our target would be 80%.
- Staff appraised in the past 12 months – The Trust scored 88% and the national average for acute Trusts is 87%. It was agreed that our target should be 90%.
- Percentage of staff who received a well-structured appraisal in the past 12 months - The Trust scored 40% and the national average for acute Trusts is 38%. It was agreed that our target should be 42%.

## Audit Results

In May 2015 the L & OD Team randomly sampled appraisals submitted to the appraisal email address and uploaded on ESR. They assessed the appraisals against the criteria. The analysis demonstrated some good practice. There are areas where further development is required such as:

- Provided constructive and actionable feedback – over 90% were rated 3 and above (no significant difference to 2014 audit)
- Rating provided was aligned to the feedback throughout the review - 35% were aligned (25% in 2014)
- Rating provided was aligned to the feedback throughout the review - 26% weren't (35% in 2014)
- Development plan - 23% did not have one (35% in 2014)

## **Plans to Improve the Quality of Appraisals**

### Embedding our new vision and values

With the appointment of a new Chief Executive and the creation of a new vision and strategy, the Trust intends to review our values and associated behaviours. This process will take a number of months and once complete the new values and behaviours need to be reflected throughout the organisation, in particular in the way we recruit, set expectations for staff and review performance. As a result, the performance appraisal approach will need to be amended to incorporate and support the behaviours the Trust wants displayed. This will provide the opportunity to make significant changes to the form and reduce the paperwork.

### Planned changes to performance appraisal process and paperwork

1. Ensure that Moderation panels are conducted consistently across the Trust. The date of the moderation panel must be included on the paperwork.
2. The appraiser's manager should review the appraisals form and taking an active interest in the ratings awarded. The appraiser's manager sign off also has a moderating purpose, to ensure fairness between individuals and across teams. Therefore a comments box will be included for the appraiser's manager to complete.
3. Moving from a 4 point rating scale to a 5 point rating scale would create a broader distribution of scores, providing a better performance management tool for

managers, which will inform talent development, career progression and succession planning.

4. Strengthen the correlation between pay progression and performance

#### Development Plan and Succession Planning

Each individual should have a personal development plan. The plan is for the development needs to be an integral part of the appraisal process will be regularly reviewed at directorate and department level. These reviews will be supported by L&OD consultants and HRBPs and will take place every 6 months. The outputs will inform the training and development support carried out subsequently. The OD and Education Board will have a dedicated talent succession planning review annually.

#### Next Steps

The new appraisal process will be in place April 2016. The timing is based on ensuring that our values, development and succession planning are embedded in the appraisal process and that managers receive the relevant training.