

**EXECUTIVE SUMMARY****HR DIRECTOR REPORT TO THE BOARD OF DIRECTORS****HELD ON 21<sup>ST</sup> NOVEMBER 2012**

<b>Subject</b>	Roll out of the Performance, Values and Behaviourally based appraisal process
<b>Supporting TEG Member</b>	Mark Gwilliam
<b>Author</b>	Rhian Bishop, Claire Fretwell and Mark Gwilliam
<b>Status<sup>1</sup></b>	Note

**PURPOSE OF THE REPORT**

To inform the Board of Directors of the results from the evaluation of the pilot of the new Performance, Values and Behaviourally based appraisal system and roll out across the organisation.

**KEY POINTS**

During 2011/12 a performance, values and behaviourally based appraisal process was developed for use in the Trust. This was piloted in 2012 with an initial group of 96 senior leaders i.e. members of TEG and their direct reports which has now been evaluated. The main findings were that although it was useful to have the performance objectives and PROUD behaviours to help focus the appraisal discussion the paperwork was not user friendly and needed to be simplified in order not to have a detrimental impact on appraisal rates in the future.

Participants in the pilot also felt that they would have liked more training in the new process particularly with regard to 'managing difficult conversations'.

The paperwork has now been simplified in light of the findings of the evaluation for both leaders i.e. AFC grade 8a and above (appendix 1) and non leaders (appendix 2)

In future years the senior leaders appraisals (members of the Trust Executive Group and their direct reports) are done as close as possible to the directorate performance objective setting round i.e. within the first 3 months of the financial year and within 6 months of the financial year for other leaders (AFC 8A and above).

A training and roll out plan is attached at appendix 3. NB in response to the findings of the evaluation further training will be offered to staff who participated in the pilot as appropriate.

**IMPLICATIONS<sup>2</sup>**

<b>AIM OF THE STHFT CORPORATE STRATEGY 2012-2017</b>		<b>TICK AS APPROPRIATE</b>
1	Deliver the Best Clinical Outcomes	X
2	Provide Patient Centred Services	X
3	Employ Caring and Cared for Staff	X
4	Spend Public Money Wisely	X
5	Deliver Excellent Research, Education & Innovation	X

**NOTE**

TEG has approved the new performance, values and behaviourally based appraisal process and roll out plan. The Finance and Performance Committee have confirmed their support.

**APPROVAL PROCESS**

<b>Meeting</b>	<b>Date</b>	<b>Approved Y/N</b>
TEG	31/10/12	Yes
Finance and Performance Committee	12/11/12	Yes