

# **PROCESS**

## **APPRAISAL OF CHAIR**

## INTRODUCTION

The Monitor NHS Foundation Trust Code of Governance states:

“The board of governors which is responsible for the appointment and re-appointment of non-executive directors, should take the lead on agreeing a process for the evaluation of the chair and the non-executives, with the chairman and no executives. The outcomes of the evaluation of the chairman and the non-executive directors should be agreed by the governors. The governors should bear in mind the desirability of using the senior independent director to lead the non-executive directors in the evaluation of the chairman.”

This document sets out the process for the appraisal of the Chair.

### Chair Appraisal

The appraisal system for the Chair is based on performance feedback from the Council of Governors Nominations and Remuneration Committee and from Director and Non-Executive Director colleagues.

Members of the Board of Directors will be asked to complete the evaluation form (Part A) in confidence and return the form to the Trust Secretary who will prepare a consolidated report for the Senior Independent Director (SID) and the Vice-Chair of the Nominations and Remuneration Committee (V-CNRC).

Members of the Council of Governors Nominations and Remuneration Committee will be asked to complete the evaluation form (Part A) in confidence and return the form to the Trust Secretary who will prepare a consolidated report for the SID and the Vice-Chair of the Nominations and Remuneration Committee.

The Chief Executive will meet with the Executive Directors to identify any additional feedback if applicable.

The SID will meet with the Chief Executive to identify any additional feedback from the Executive Directors.

The SID will meet with the Non-Executive Directors, without the Chair, to identify any additional feedback from the Non-Executive Directors.

The V-CNC will meet with the Council of Governors Nominations and Remuneration Committee Members to identify any additional feedback if applicable.

The SID and the V-CNRC will meet to discuss the Trust Secretary's consolidated report.

The SID and the V-CNRC will meet the Chair to discuss all the feedback received and complete the final report (Part B)

The final report (Part B) will be forwarded to the Council of Governors Nominations and Remuneration Committee where the report will be considered and any recommendations will then be presented to the Council of Governors.

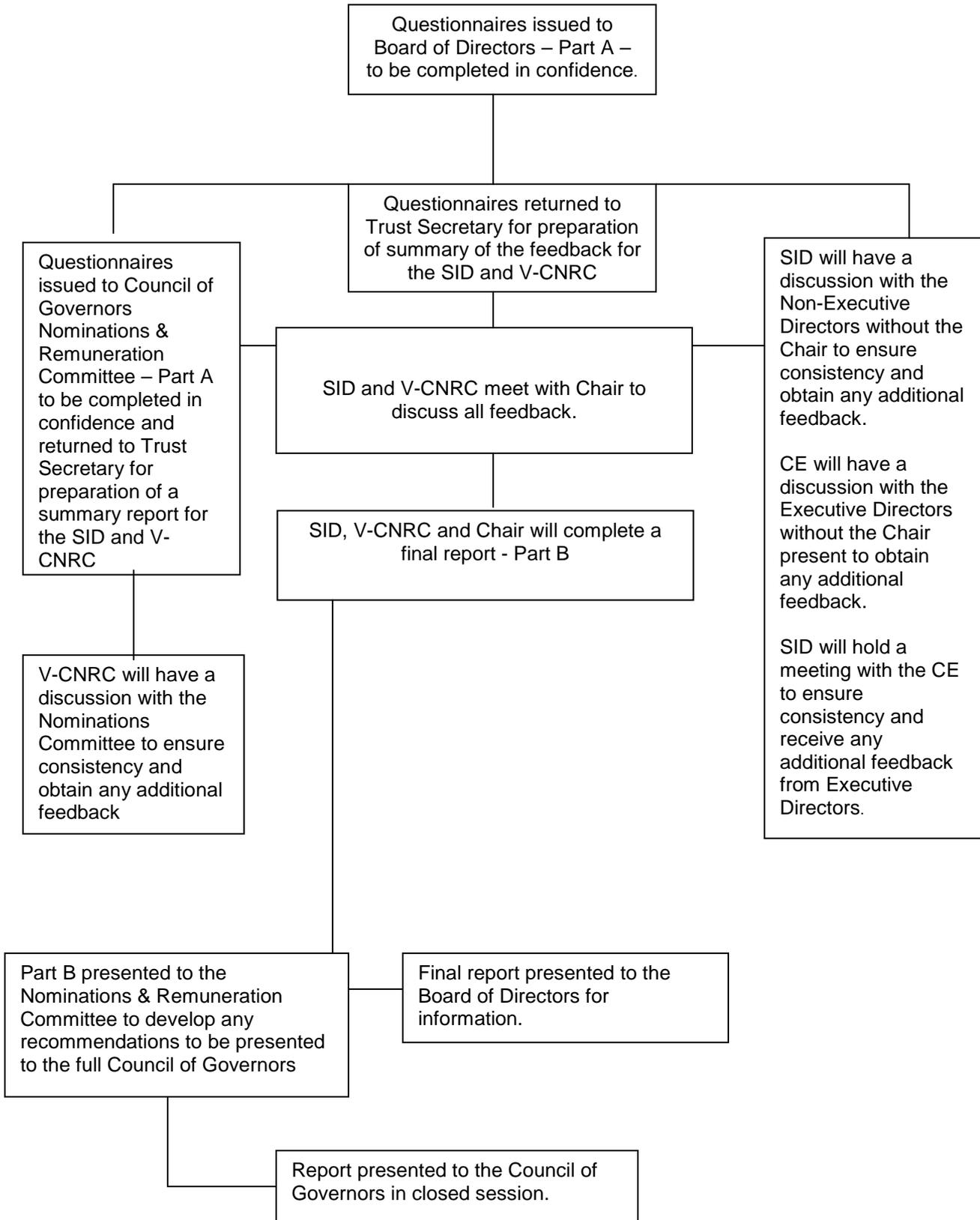
A copy of the final report will be presented to the Board of Directors.

[The timetable for the appraisal will be designed so that the appraisal is conducted following the year end results between the months of May and July each year.]

### Role of the Council of Governors Nominations and Remuneration Committee

The Council of Governors Nominations and Remuneration Committee will agree the process and review from time to time.

**Diagram of the process**



**Sheffield Teaching Hospitals NHS Foundation Trust Chair Appraisal Scheme – PART A**

As part of the annual appraisal of the Trust Chair you are asked to provide feedback by completing this schedule

**This document will remain confidential and anonymous. Consolidated returns will be fed back to the Chair as part of the annual appraisal.**

Please rate the Chair's performance in relation to the following questions taking account of the competencies/outcomes attached (appendix 1). Rank answers as follows

3 = Above expectations – excellent                      2 = As expected – good                      1 = Below expectation – poor

Please make comments in support of the rating where you believe they are appropriate.  
Return this form to ..... by .....(date)

<b>OVERVIEW</b>			
No	Question	Level of performance	Comment in support of rating particularly if scoring 1 or 3
1	Does the Chair demonstrate effective leadership of the Trust Overall?	1    2    3	
2	Does the Chair demonstrate effective leadership of the Council of Governors?	1    2    3	
3	Does the Chair demonstrate effective leadership of the Board?	1    2    3	
4	How effective has the Chair been over the past year based on the Trust's performance?	1    2    3	

<b>GENERAL COMMENTS</b>

**NED   Exec   or   Governor - please circle**

## Description of Competencies and Outcomes

1. Does the Chairman demonstrate effective leadership of the Trust overall?
  - 1.1 takes personal responsibility for the performance of the Board
  - 1.2 thinks speaks and acts independently
  - 1.3 addresses difficult issues and manages conflict
  - 1.4 promotes effective relationships and open communication (both inside and outside the Board and Council of Governors) between Non-Executive Directors, Executive Directors and Governors and ensures effective communication between these groups and patients, staff and members,
  - 1.5 represents the Trust effectively in relationships with internal and external stakeholders including the Government, Monitor, NHS members, patients, staff and the public.
  - 1.6 presents views in a convincing yet diplomatic way, listens to the views of others and acts upon good advice.
  - 1.7 upholds the highest standards of integrity and demonstrates commitment to the FT's vision, mission and values.
  - 1.8 demonstrates an understanding of the working of the Trust and the commercial, legislative and regulatory environment in which the Trust operates.
  - 1.9 promotes the highest standards of corporate governance, seeking compliance with the clinical provisions of the Code of Governance wherever possible.
2. Does the Chairman demonstrate effective leadership of the Council of Governors?
  - 2.1 ensures constructive debate with wide engagement and effective decision making by prioritising items and ensuring information presented to formal meetings is accurate, timely and clear and the style and timing of meetings is appropriate.
  - 2.2 ensures that the Council of Governors and its working committees properly represent the Trust's stakeholders.
  - 2.3 focuses on strategy rather than tactics /detail.
  - 2.4 sets appropriate targets and ensures performance.
  - 2.5 ensures that issues raised by Governors are properly considered by the Board and outcomes communicated to the Council of Governors.
  - 2.6 has effective peer relationships with other members of the Council of Governors.
  - 2.7 addresses the development needs of the Governors.
3. Does the Chairman demonstrate effective leadership of the Board?
  - 3.1 ensures constructive debate with wide engagement and effective decision making by prioritising items and ensuring information presented to formal meetings is accurate, timely and clear and the style and timing of meetings is appropriate.
  - 3.2 focuses on strategy rather than tactics /detail.
  - 3.3 ensure that issues raised by Governors are properly considered by the Board and outcomes communicated to the Council of Governors.
  - 3.4 has effective peer relationships with other Board members.
  - 3.5 builds an effective and complementary Board with good succession planning and initiating change as required.
  - 3.6 addresses the development needs of the Board individually and as a whole.
  - 3.7 understands the difference between governing, directing and managing the Trust and ensures that the Council of Governors, the Board and the Executive Group fulfil their roles without encroaching into areas which are the responsibility of others.
4. Effectiveness of the Chairman's Contribution
  - 4.1 achievement of the strategic objectives in the Annual Plan.
  - 4.2 performance of the Trust in overall terms based on the "Health check" outcomes.

**Sheffield Teaching Hospitals NHS Foundation Trust Chair Appraisal Scheme – PART B**

**NAME OF APPRAISEE (CHAIR)** .....

**DATE OF APPRAISAL** .....

**DATE OF FIRST APPOINTMENT**.....

**CURRENT APPOINTMENT DATES**.....From.../.../...To.../.../...

**PERIOD OF ASSESSMENT**.....From.../.../... To.../.../...

**BOARD MEETINGS**            Attended..... out of.....

The appraisal system for the Chair is based on performance feedback from the board of governors and from director colleagues.

In preparation for the appraisal, members of the Board of Directors and Members of the Council of Governors Nominations and Remuneration Committee will be asked to complete an evaluation form (Part A) and return this to the Trust Secretary, who will prepare a consolidated feedback report for the Senior Independent Director (SID), and the Governor acting as Vice-Chair of the Nominations and Remuneration Committee. A summary of rating is included in the table below.

At the appraisal meeting the Chair, and SID and Vice-Chair of the Nominations and Remuneration Committee should discuss the consolidated feedback, and complete this final report (Part B), which will be presented to the Nominations and Remuneration Committee, the Council of Governors and the Board of Directors

**Table showing average ratings from evaluation questionnaire, completed by (    ) Directors, (    ) Non Exec Directors and (    ) Governors** (Numbers to be inserted)

(3 Above Expectations-excellent; 2 As Expected – good; 1 Below Expectations – poor)

Question Number	Average Rating			Overall
	Directors	Non Executive Directors	Governors	
1				
2				
3				
4				

These averages are intended to give an overview of feedback, and should be taken within the context of evidence presented and additional comments made.

**Sheffield Teaching Hospitals NHS Foundation Trust Chair Appraisal Scheme  
360 Degree Feedback Form**

The Chairman should **CONTINUE** to do these things that he does well:

The Chairman should **STOP DOING** these things that interfere with his effectiveness:

The Chairman should **START TO DO** these things that will improve his performance:

**Summary of Appraisal to be published:**