

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY

REPORT TO THE BOARD OF DIRECTORS

HELD ON 20 NOVEMBER 2013

Subject	Revised Appraisal Documentation and Reporting
Supporting TEG Member	Mark Gwilliam, Director of HR & OD
Author	Mark Gwilliam
Status¹	A

PURPOSE OF THE REPORT

To inform the Board of Directors of the revised simplified appraisal documentation and reporting system to support the attainment of a 95% completion rate by March 2014.

KEY POINTS

A new performance and values/behaviour based appraisal was piloted with Executive Directors and their direct reports in April 2012. Following evaluation the appraisal documentation was simplified and rolled out to senior managers i.e. AFC 8A and above, from April 2013, supported with training. However, managers remain concerned regarding the complexity in completing the appraisal paperwork. This being so, sound bites have been taken from a number of managers and based on this information the appraisal documentation has been greatly simplified and now includes guidance notes (see appendix 1).

Since February 2012 appraisal completion has been recorded on Electronic Staff Records (ESR) to facilitate central reporting and to provide assurance against Care Quality Commission (CQC) outcome 14. Initially we experienced teething problems with the confidence and competence of recording on ESR, however, this has been addressed by training support to directorates.

Appraisal completion rates are reported monthly to the Finance, Performance and Workforce Committee and Operational Board (see appendix 2) and quarterly to the Human Resources Senior Business Partnership Meetings with care groups. To aid managers in the planning of their appraisals, supporting information is sent monthly to directorates identifying the names of staff with appraisals outstanding and the names of staff that have an appraisal due in the next three months. Additionally appraisal performance was discussed at all directorate performance reviews during May and June 2013, with a subsequent action for the directorate to achieve the Trust completion target. Disappointingly appraisal completion rates have failed to achieve the Trust interim target of 85%.

In September 2013 a Trust CQC inspection has highlighted concern regarding appraisal completion rates; therefore a commitment has been made, on behalf of the Trust, from the Chief Executive to the CQC inspection team that the Trust will attain a 95% completion rate by March 2014.

Commencing in November 2013 the following actions will be undertaken to deliver a 95% appraisal completion rate by March 2014. Directorates will be sent their monthly supporting information of appraisals outstanding and due, which will include an extra column i.e. "planned date of appraisal". The information will be extended to include the names of staff that have an appraisal due through to 31st March 2014. Managers will be required to populate this column and return to Karen Barnard, Deputy Director of HR and Jenny Wilson, Interim Senior Manager, who will work with directorate managers to achieve the set timescales.

Jenny will also review the appraisal process considering the management structure for completing appraisals and make recommendations for the appropriate structure to ensure effective completion rates.

Whilst it is imperative to achieve the 95% completion rate the staff appraisal experience must be assured.

IMPLICATIONS²

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

RECOMMENDATIONS

The Board of Directors are asked to note the introduction of the revised simplified appraisal documentation and reporting system to support the attainment of a 95% completion rate by March 2014.

APPROVAL PROCESS

Meeting	Date	Approved Y/N

¹ Status: A = Approval
A* = Approval & Requiring Board Approval
D = Debate
N = Note

² Against the five aims of the STHFT Corporate Strategy 2012-2017