**Performance Appraisal and Development**

NHS Board Chairs

|  |  |
| --- | --- |
| **Name:** |  |
| **Role:** |  |
| **NHS Board:** |  |
| **Review period:** |  |
| **Date:** |  |
| **Reviewer:** |  |
|  |  |
| **Chair Signature:** |  |

**Appraisal Conversation Guidelines**

**Section 4**

While progressing through the conversation you may well have identified future business or personal objectives, this is the place to capture these. Your principal objectives should represent the key priorities and focus for your NHS Board. Treat personal or development goals with the same importance and ensure all goals are **S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**imebound. Finally, ensure when you finish the conversation that you and your reviewer have your next conversation scheduled and in the diary.

For new Chairs, performance and development objectives will be set by the Scottish Government shortly after their appointment.

**About this document**

**Personal   
reflection**

**Reviewing Performance**

**Reviewing my behaviour**

**Reviewing the Chairs Behaviour and Comments**

This document has been designed to provide you and your reviewer with the structure for your appraisal conversation. While the quality of the conversation is the primary consideration, there are sections for you to record information, evaluate progress, and self-assess yourself.

The conversation enables you to focus on your needs as an individual, to review your progress against performance and development objectives, and to receive feedback on how you have been working. Sections 3 and 5 may also be referred to alongside other sources of information when informing the re-appointments process.

Use this page to help you reflect upon how you are operating, how satisfied you are within your role, and what this means for the next 12 months. Start by rating yourself on the two scales and then take some time to reflect upon your scores. Next, give some thought to the high and low points you have experienced since your last appraisal conversation and what has contributed to them being high or low. Finally, take some time to consider the big take-outs for you, and how you can use these insights to increase your effectiveness and overall levels of satisfaction during the next 12 months.

Use this section to help you evaluate performance against your principal objectives and progress with personal development goals. Start by summarising the goals agreed during your last appraisal. You and your reviewer can then use the rating scale to indicate the extent to which these have been or are being met. When you have done this, you may want to agree which of the ongoing goals you wish to include when you reach section 3.

Multi rater feedback is a compulsory element of the NHS Board Chair performance appraisal and development process. Guidance to assist the Chair set up their multi rater feedback is available [**here**](https://scottish-my.sharepoint.com/personal/sharon_millar_nes_scot_nhs_uk/Documents/Desktop/Guidance%20to%20set%20up%20NHS%20Board%20Chairs%20Multi%20Rater%20feedback%20Sept%202020%20.docx).

The multi rater feedback provides an opportunity for you to obtain a snapshot of how your leadership style, approach and behaviour is experienced by the variety of stakeholders that you interact with.

While complementary with your appraisal, discussing your feedback report with your reviewer should remain focussed on your development rather than a way of measuring your performance. It will provide you with the insights required to build self-awareness and guide you towards specific development goals.

**Section 1**

**Section 2**

**Section 3**

**Section 5**

**Agreeing my development goals and work objectives**

Multi rater feedback is a compulsory element of the NHS Board Chair performance appraisal and development process. The behavioural statements that the Chair and their raters have answered are shown on page 7, for the Reviewer to complete their assessment of the Chair.

Afterwards, the Reviewer will complete a summary of the appraisal conversation and Suitability for Reappointment.

1. **Personal reflection – *an opportunity to reflect over the last 12 months***

Use this page to reflect upon the previous 12 months. Give particular consideration to how you can build upon and utilise your capability and potential within your role as Chair.

Indicate on the scale below your response to the two questions:

1. **How close have you been to operating at you best over the last 12 months?**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Less than 10% of what I am capable | 25% of what I am capable | 50% of what I am capable | 75% of what I am capable | Above 90% of what I am capable / peak level of performance |
|  |  |  |  |  |

1. **What is your overall level of satisfaction professionally and personally with the last 12 months?**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Not satisfied** | **Somewhat satisfied** | **Moderate** | **Satisfied** | **Highly satisfied** |
|  |  |  |  |  |

|  |
| --- |
| **High Points** – What have you found most rewarding and energising? |
|  |

|  |
| --- |
| **Low Points** – What have you found least rewarding, or most worrying/frustrating? |
|  |

|  |
| --- |
| **The big take-outs** – Key reflections from me that I need to consider over the following months. |
|  |

1. **Reviewing performance – *what I have achieved and delivered in my role***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Performance against Mandatory objectives** -Indicate the extent to which you are meeting or have already met each of these. Record your ratings (with a ✓) and those of your reviewer (with a 🗶). | **Not met or meeting** | **Met or meeting** | **Exceeded or exceeding** | **Not**  **Applicable** |
| 1. To carry out the annual appraisal of the Chief Executive and all non-executive members of the Board, ensuring that the discussion covers performance and development, successes, constructive feedback and discuss work priorities. |  |  |  |  |
| 2. To consider equality and diversity issues in the organisation of and conduct of Board meetings. |  |  |  |  |
| **Reflections and comments** | | | | |
| **Performance against principal objectives** -Summarise the principal objectives that you are/have been focusing on. Indicate the extent to which you are meeting or have already met each of these. Record your ratings (with a ✓) and those of your reviewer (with a 🗶). | **Not met or meeting** | **Met or meeting** | **Exceeded or exceeding** | **Not**  **Applicable** |
| 1. |  |  |  |  |
| 2. |  |  |  |  |
| 3. |  |  |  |  |
| 4. |  |  |  |  |
| **Reflections and comments** | | | | |
| **Progress with personal development objectives** – Summarise the personal goals and/or development objectives that you have been working on. Indicate your progress and success with each of. Record your ratings (with a ✓) and those of your reviewer (with a 🗶). | **Not met or meeting** | **Met or meeting** | **Exceeded or exceeding** | **Not**  **Applicable** |
| 1. |  |  |  |  |
| 2. |  |  |  |  |
| 3. |  |  |  |  |
| **Reflections and comments** | | | | |

1. **Agreeing performance and development objectives – *my focus over the next 12 months***

This section provides you and your reviewer with the opportunity to discuss and agree on your key areas of focus over the next 12 months. Having agreed on your principal objectives, take some time to consider the support or development you need in order to maximise your effectiveness and impact. Referring to sections 1, 2 and 4 may also provide insights into areas of development to focus on.

|  |  |
| --- | --- |
| **Mandatory objectives**  Mandatory objectives for you to complete over the next 12 months within your NHS Board. | **Timeframe** |
| 1. To carry out the annual appraisal of the Chief Executive and all non-executive members of the Board, ensuring that the discussion covers performance and development, successes, constructive feedback and discuss work priorities. |  |
| 2. To consider equality and diversity issues in the organisation of and conduct of Board meetings. |  |
| **Principal objectives**  Summarise principal objectives and priorities for you to focus on over the next 12 months within your NHS Board. | **Timeframe** |
| 1. |  |
| 2. |  |
| 3. |  |
| 4. |  |
| **Any further comments regarding your objectives** | |
| **Personal development objectives**  Summarise your personal goals and development objectives for the next 12 months. | **Timeframe** |
| 1. |  |
| 2. |  |
| 3. |  |
| **Any further comments regarding your objectives** | |

1. **Reviewing my behaviour … *summarising key themes from Feedback report***

Use this section to capture the key themes from the feedback you have received from other stakeholder groups in relation to your behaviour and leadership style.

|  |
| --- |
| **Summary of emergent themes from stakeholder feedback** |
|  |
|  |
|  |
|  |
|  |

|  |
| --- |
| **Areas of Strength** |
|  |
|  |
|  |
|  |
|  |

|  |
| --- |
| **Opportunities to increase impact of effectiveness** |
|  |
|  |
|  |
|  |
|  |

1. **Reviewing the Chair’s Behaviour**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Multi rater feedback is a compulsory element of the NHS Board Chair performance appraisal and development process. The behavioural statements that form the multi rater feedback on Turas are shown here **for reference by the NHS Board Chair**. The NHS Chair must use the Turas Feedback system to generate their multi rater feedback report. Guidance to assist the Chair set up their multi rater feedback is available [**here**](https://scottish-my.sharepoint.com/personal/sharon_millar_nes_scot_nhs_uk/Documents/Desktop/Guidance%20to%20set%20up%20NHS%20Board%20Chairs%20Multi%20Rater%20feedback%20Sept%202020%20.docx).  Your Reviewer will use this section to complete their assessment of the NHS Board Chair. | | Rarely | Sometimes | Mostly | Consistently |
| Setting the direction | 1. Oversees the creation and implementation of an engaging, impactful and achievable strategy |  |  |  |  |
| 1. Ensures wide consideration of internal and external factors is given to both the creation and delivery of the strategy |  |  |  |  |
| 1. Allows sufficient time for the Board to discuss future as well as current considerations |  |  |  |  |
| 1. Ensures the existence of a clear plan for achieving the strategy that is meaningful to staff and the wider population |  |  |  |  |
| 1. Has their finger on the pulse locally and nationally, alert to what is happening, ensuring Board members are up to date |  |  |  |  |
| *Comments and examples:* | | | | |
| Holding to account | 1. Ensures robust and appropriately strategic levels of oversight and scrutiny are applied to performance & improvement |  |  |  |  |
| 1. Ensures the Board has clear and appropriate governance structures and assurance systems to hold people to account |  |  |  |  |
| 1. Balances challenge with support, calmly raising concerns and giving people space to develop their own solutions |  |  |  |  |
| 1. Ensures compliance in relation to regulatory requirements is maintained and issues are reported / addressed promptly |  |  |  |  |
| 1. Allows all voices to be heard and views respected, capitalises on the richness of experience and insight within the Board |  |  |  |  |
| *Comments and examples:* | | | | |
| Assessing risk | 1. Ensures Board Members review risk at the appropriate level and wider accountability for risk is taken at all levels |  |  |  |  |
| 1. Ensures the right information is available for risks to be understood and that this informs strategic decision making |  |  |  |  |
| 1. Creates psychological safety and a willingness to share mistakes through modelling openness, trust and transparency |  |  |  |  |
| 1. Ensures the organisations risk appetite is aligned to its strategic ambitions and the future needs of the population |  |  |  |  |
| 1. Embodies all aspects of governance and displays a thorough understanding of the regulatory and compliance context |  |  |  |  |
| *Comments and examples:* | | | | |
| Engaging  Stakeholders | 16. Ensures the alignment of the strategy between partner organisations and with regional and national priorities |  |  |  |  |
| 17. Proactive in developing external relationships and partnerships locally and nationally, embraces an ambassadorial role |  |  |  |  |
| 18. Inclusive and involving of the diverse range of people within the system, valuing their ideas and perspectives |  |  |  |  |
| 19. Looks beyond traditional organisational boundaries, building consensus for an integrated vision of the future |  |  |  |  |
| 20. Resolves disagreements by bringing people together, discussing things openly and finding common ground |  |  |  |  |
| *Comments and examples:* | | | | |
| Influencing  Culture | 21. Focusses others on need to foster a culture built upon kindness, empowerment, inclusivity and the NHS Scotland Values |  |  |  |  |
| 22. Attracts and retains a diverse, representative and talented Board who share commitment to the strategy and values |  |  |  |  |
| 23. Remains calm and centred despite distractions and interruptions, retaining a sense of focus and perspective |  |  |  |  |
| 24. Displays insight into how their behaviour, attitude and actions impact others, and adapts their style appropriately |  |  |  |  |
| 25. Curious, eager to learn, and able to keep an open mind regardless of their familiarity with the situation |  |  |  |  |
| *Comments and examples:* | | | | |

1. **Summary comments by Reviewer and Suitability for Reappointment**

|  |
| --- |
| This section is for the Reviewer to provide summary comments after the Appraisal Conversation |
|  |

|  |  |
| --- | --- |
| Reviewer Name: |  |
| Reviewer Signature: |  |
| Date of Completion: |  |

|  |
| --- |
| This section is for the Reviewer to complete regarding suitability for reappointment (if applicable) |
|  |

|  |  |
| --- | --- |
| Reviewer Name: |  |
| Date of Completion: |  |

Is applicable, suitable for reappointment

Your signature:

Reviewer signature:

Agreed date for next conversation: