

Guidance for raters

Healthcare Leadership Model 360 degree feedback tool

You have been selected to give feedback about your colleague using the Healthcare Leadership Model 360 degree feedback tool which is hosted on the Healthcare Leadership Model Appraisal Hub. Your ratings and comments will help your colleague to develop and make sustainable improvements to their performance at work, so thank you for agreeing to take part.

The below gives you some hints and tips to bear in mind while completing your feedback. A more detailed User Guide is available from <http://modelsupporthub.jcaglobal.com/> should you like additional information about the Healthcare Leadership Model, the questionnaire, or on how to navigate the Appraisal Hub system.

It should take you approximately 15-30 minutes to complete the questionnaire which will include multiple choice as well as free-text questions.

Consider the context of their role

The Healthcare Leadership Model has been developed so that it is applicable for all staff working in health and care. You may find that you need to consider the context of the role of who you are rating however, as some items may seem specific even if they are not meant to be. For example, items specifically mentioning patients and service users will still be applicable for colleagues who are not working in a patient-facing role when you consider the wider impact of their role.

Consider what you have directly observed/experienced

Try to focus on what you have personally observed or experienced of your colleague, rather than what others say. If you have not personally seen evidence of the relevant indicators then do not be afraid to select 'no opportunity to observe', however, if you work with them regularly then it is likely this will not be necessary.

Consider more than just the past few weeks/your last encounter

Your colleague has asked you to rate them because you work with them regularly, and/or have seen that in a variety of contexts. Therefore please try to reflect on what you have observed over time rather than just your last encounter with them. Think about their most consistent behaviours, not just in a single incident. Similarly, if you have seen their behaviour shift over time, or there is a specific example you think is helpful to mention, you may want to note this in your response to the free-text questions at the end of the questionnaire.*

**Please note that for the free-text questions, all comments are reproduced exactly as written. Should you choose to include personally-identifiable information in these comments they will still appear.*

Be open and honest

One of the main benefits of the 360 degree feedback process is helping the individual to identify areas that they need to develop, as well as areas of strength. You are therefore encouraged to be open and honest in your feedback, though you should ensure that any feedback you give is relevant to their leadership behaviour and is something you would be comfortable sharing with them face-to-face.

The ratings and comments you provide are presented **anonymously** in the individual's report, unless you are the individual's line manager. (As most people only have one line manager, ratings for this rater category will be identifiable in the individual's report.) All other rater groups require at least 3 individuals to complete the questionnaire, otherwise the data for this group is hidden in the report to protect rater anonymity.