The Healthcare Leadership Model Appraisal Hub is an online, user friendly system for measuring and providing leaders in healthcare with feedback on their individual behaviour and performance.
Introduction

What is the Healthcare Leadership Model Appraisal Hub?

→ The Healthcare Leadership Model Appraisal Hub is an online, user friendly system for measuring and providing leaders in healthcare with feedback on their individual behaviour and performance.

→ The hub enables you to complete a questionnaire based on the Healthcare Leadership Model that evaluates your self-perception of your leadership behaviour in the workplace.

→ Individuals who have chosen to participate in the 360 questionnaire will also receive feedback from their ‘raters’; other people (Peers, Direct reports, Line manager, and others) whom they have invited to provide observation and comment on their leadership performance and behaviour.

→ The results are presented to you in a report which will be provided by an accredited facilitator as part of a dedicated feedback session.

→ The report will give you an indication of your current leadership performance and behaviour as seen by yourself in comparison with your raters.

→ Through exploration of the report with your facilitator, you will gain a real insight into your areas of strengths and limitations and begin to construct a development plan from which to enhance your effectiveness as a leader.

→ The information within the report is treated as confidential to you. However, you may wish to share the report with others, for example members of your team, a coach or someone else who can help you interpret the results – but that is completely your own choice.

Why am I being asked to complete this questionnaire?

→ The questionnaire provides an opportunity for you and the people you work with to rate your leadership behaviours within your work place. This will help you to develop and make sustainable improvements to your performance at work.

→ The questionnaire can be used to provide a starting point for discussion and increased awareness at an individual, team or organisational level.

→ The report can provide you with an increased awareness of both your strengths and limitations in the workplace. It can highlight areas where you may have overestimated your performance as well as areas you may have neglected.

What should I do if I have any technical difficulties?

Please contact the helpdesk on +44 (0)1242 282 979 or email us: 360support@jcaglobal.com
Step 1.

Accessing the Healthcare Leadership Model Appraisal Hub

→ In order to create and begin a 360 assessment, you will need to access the Healthcare Leadership Model Appraisal Hub via the following link:

https://modelappraisalhub.leadershipacademy.nhs.uk/Account/Login

→ The link will take you to the home page of the Healthcare Leadership Model Appraisal Hub where you will be required to enter your username and password.

→ If you do not have a username and password you will need to create an account by clicking on the following link: https://nhsx.uk/register

→ Create an account using the form pictured below:

![Register with NHSx form](image)

✓ Note: if this page does not appear then you may already be logged into an NHSx account, in which case carry on from the instructions on page 5.
You will receive an email to the address you specified when you created an account, containing your **10-digit username**.

Your **10-digit username** is also specified at the top of the page once you have clicked **Create Account** (see below)

Note: The screen shown below may not have the same ‘Complimentary content’ as this is updated regularly.

If you were already registered and logged in, click **Dashboard** at the top of the page and you will be taken to the screen shown above. If you have just created an account, you will already be at this page.

Whilst you are on this page, scroll until you reach the **Programmes** section.

You will see **Healthcare Leadership Model** under **All Programmes**. Click **Register** on this programme to complete your registration.
→ Press **Register** again to confirm that you would like to access the Healthcare Leadership Model

→ Fill out the **form** that will appear on screen

→ At the bottom of this form, you will see the **Register and continue to Healthcare Leadership Model Appraisal Hub** button. Please read and accept the Terms of Service, and then select button.
-> Once you submit the form, you will automatically be taken to the Appraisal hub, (pictured below), where you can then log in with the username and password you received a moment ago.

![Appraisal Hub](image)

Welcome to the
Healthcare Leadership Model Questionnaire

User name

Remember: Your user name is a 10-digit number

Password

Log in

Need an account? click here
To change or reset your password, click here
Search the Facilitator database here
View our Privacy Policy in a new window
View our Accessibility Statement in a new window
For any queries, contact JCA at 360support@jeuglobal.com

✓ Note: Throughout this process, please read all the provided information and follow all instructions carefully.
Step 2.

Creating a 360 Assessment Questionnaire

→ If you are logging into the appraisal hub for the first time, or you have recently changed your details, you will be asked to confirm your details by pressing Continue.

→ Once you have successfully gained access to the hub you will have the option to start a questionnaire for yourself or purchase multiple questionnaires for others.
→ Click on the option to **Start or continue a self/360 questionnaire for YOURSELF**.

→ Click on **Create a new questionnaire**

→ **Select 360 Questionnaire** from the options available.

→ **Create questionnaire**

Choose a date that you wish it to be completed by. This is simply a **guide** for your raters for how long they have to complete their feedback.

→ Click **Create**

→ This will take you to the following payment screen:
Here you can select the Pay by Credit or Debit Card option or Pay by purchase order.

**Paying by Purchase Order**

Once you have clicked Pay by purchase order, you will be presented with the following screen:

The figure in the Amount field will default.

You will be required to enter your purchase order number to continue. If you do not have a valid purchase order number, you will need to raise one via your finance department.

Lastly, you will be required to enter your organisation. Clicking on the Search button, you will be presented with this screen:

Here you can search by your organisation’s name or by the city in which it is located. Once you have entered a name or city, select the Search with these details button to bring up a list of organisations which match your search.
Choose your organisation from the list by clicking the Select button next to it.

Please note: If you cannot find your organisation details please select Click here above the search fields on the Search for Organisation page and fill in the form on the next page. The help desk will add your organisation to the database as soon as possible and email you once this has been done.

Once you have selected your organisation, click the Purchase now button to process the payment.

If your trust or organisation has not previously completed any transactions with JCA Global – the company with which the NHS Leadership Academy has partnered with to create the appraisal hub – you will need to set JCA Global up as a supplier. Please contact the 360 support team on 01242 282979 or at 360support@jcaglobal.com to request a supplier template if required.
Paying by Credit or Debit Card

→ Once you have clicked **Pay by Credit Card**, you will be presented with the following screen:

![Pay by credit card screenshot](image)

→ All payments made by card within the Appraisal Hub are transacted through **SagePay**, an online secure payment service.

→ The figure in the **Amount** field will **default** according to the **number** of participants and/or group reports entered **previously**.

→ Next click **Continue** and you will be redirected to the SagePay **payment screen**, shown below:

![Select Payment Method screenshot](image)

→ The figure shown in the **Amount** field will change to the **full amount payable including VAT**. The ‘credits’ shown in the **To Pay For** field simply represents the 360 questionnaires and/or group reports that you have purchased within the system.
Please select your card type, and you will be taken to the screen below where you will need to enter all your payment details:

Once you have entered all your details, please select Proceed and your payment will be arranged.

Note: If you add an email address to the Sage Pay screen, you will be emailed a full receipt.
Step 3.

Completing a 360 Assessment Questionnaire

→ Once you have successfully created and purchased a 360 Questionnaire, you can begin to complete it immediately.

→ You will be presented with a menu screen below and can choose any of the following options in whichever order you prefer:
  • Change this date
  • Choose a facilitator
  • Start my questionnaire
  • Choose some raters

This is your questionnaire created on 30 Apr 2014
This questionnaire is due to be completed by Wednesday, 28 May 2014
Change this date

You have not selected a facilitator yet. Please choose one.
Change facilitator

You have not started your questionnaire
Start my questionnaire

You have not selected any raters for your questionnaire
Choose some raters

Your reports will become available from your facilitator once you have completed your questionnaire.
Back to menu
Step 4.

Changing the Date

→ This option enables you to change your proposed 360 Questionnaire completion date which in turn will change the completion date shown on the emails your raters receive.

→ However, there will be no indication of a date change automatically sent to raters, you will have to do this by selecting Resend Email on the rater screen.

→ It is also important to note that nothing ‘happens’ if you miss your finish date. It has no significance other than to set the date for the auto reminder and completion emails to go out.

Change the date of your questionnaire

Choose a new time for your questionnaire to finish.

This must be at least 2 days in the future, but we recommend you allow at least 3-4 weeks in total to complete the 360 process.

Please note that your raters will not be automatically notified if you change your finish date. You can send them a reminder from your rater page if you would like to let them know.

Once you click on the date it will bring up a calendar to select the date from.

→ Then press Set finish date.
Step 5.

Starting your Questionnaire

→ After clicking on Start my questionnaire, you will be asked nine questions based on the nine dimensions of the Healthcare Leadership Model.

→ If you have Direct Reports you will also be asked to answer a set of 34 questions about the team you lead.

→ The questionnaire should take approximately 15 to 30 minutes to complete. However, if you are unable to complete the questionnaire in one sitting, you can log out and log in at a later date to continue from the point at which you left.

→ Throughout the questionnaire, you will be asked to select a level which accurately describes your behaviour and also to rate the importance of each dimension to your job role.

→ Please note that there are no better or worse answers, and the level of behaviour and rate of importance will vary depending on the requirements or limitations of your specific job role. Try to provide your most natural responses to the questions.

Before you start your questionnaire, you will be asked if you have any Direct Reports.

Do you have any Direct Reports?*

- Yes
- No

If you have direct reports, there are some additional questions for you to complete.

*A Direct Report is an individual for whom you have a direct responsibility to lead.
For questions related to the nine dimensions, you are given a brief description of the dimension to read. Then, each question consists of two parts.

→ For the first part, please read the descriptions and select the option that **best describes your behaviour** in relation to this dimension.

→ For the second part, you are asked to **rate how important** the dimension is to your job role.

One you have selected your answers, click **Save and go to the next dimension**.

→ Once you have answered all the questions, you will be asked to confirm your ratings. You will be able to see the answers you have given for each question on a summary page and amend them if needed.
You will then have the option to click **Next** to continue or go back and amend your answers. Once you click **Next** you will not be able to return to this section.

If you answered **Yes** to having **Direct Reports** you will now be asked a series of **Impact questions** about the team you lead.

Once you have answered all the questions, you will be asked to submit your questionnaire. You can click the **Next** button to submit or the **back** button to go back and make any changes.
You will now receive a message screen informing you that the questionnaire is complete and asking you to select your raters and facilitator if you have not already done so.

You will also be asked to answer a few evaluation questions about the service. This will only take a few minutes. If you wish to answer these questions you can click on the Next button.

If you prefer not to complete these questions, please click on the link provided which will take you to request your report.

Questionnaire complete
Thank you - you have successfully submitted your questionnaire

What happens next?
We would also like to ask you a few questions to help us evaluate the service we offer. This should take just a few minutes and we would really appreciate your feedback. Please click Next to begin. If you would prefer not to complete the questions, click here which will give you the option to request your report. Please note that you will still be able to request your report after completing the evaluation questions.

At the end of the evaluation questions there is a Next button to submit these answers.

Thank you for your feedback
By clicking Next your responses to these evaluation questions will be submitted, once submitted you cannot return to this page.
Step 6.

Choosing a Facilitator

→ You will need to select a facilitator in order to receive your report which will be presented to you as part of a dedicated feedback session.

You have not selected a facilitator yet. Please choose one.

Choose facilitator

→ Through exploration of the report with your facilitator, you will gain a real insight into your areas of strengths and limitations and begin to construct a development plan from which to enhance your effectiveness as a leader.

→ You will be presented with a screen requesting you to Select Facilitator.

→ If you know the facilitator you would like to choose, enter their surname (or part of) into the Surname starts with field.

→ If you do not know a facilitator, select a region in the drop down menu to find a list of facilitators in the region most convenient for your feedback session. Click Search.
→ A list of facilitators will appear based on your search criteria. You can click on the column headings to sort by city or organisation to help you search. You can then choose a facilitator by clicking the Select this facilitator button that will be displayed on the right hand side of the screen, next to the facilitator of your choice.

→ The facilitator will then be notified automatically by the system of your request.

→ Please note that it is still your responsibility to contact the facilitator directly to arrange a mutually convenient time and date for your facilitation session.
Step 7.

Choosing Some Raters

→ The 360 Questionnaire enables you to invite anyone within your work environment to provide you with feedback on your performance and behaviour as a leader. The people you choose to invite are known as ‘raters’.

→ The raters will complete the same questionnaire (with you in mind) that you have completed and an additional four free-text questions. We recommend that you add between 10 and 15 raters.

→ Direct Reports will also be asked to answer a set of 34 questions about the team you lead.

→ Their comments in the four free-text questions will be printed in your report exactly as written. The four free-text questions are as follows:

1. What do they do well in their role as a leader?
2. What do they do less well in their role as a leader?
3. How could they improve in their role as a leader?
4. What other advice could you offer them?

Rater Categories

→ The raters you choose will fall into the following categories:

- **Line manager**: the person to whom you report. This category is mandatory.
- **Peers**: colleagues and fellow team members, probably at a similar job level, with whom you work.
- **Direct reports**: those for whom you have a direct responsibility to lead.
- **Others**: anyone else you would like to receive feedback from.
→ Click **Choose some raters** to invite people to rate you.

This questionnaire is due to be completed by Tuesday, 6 Jan 2015

- Change this date

You have not selected a facilitator yet. Please choose one.

- Choose facilitator

You have completed your self rating questionnaire.

- Choose some raters for your questionnaire

You cannot request your report until at least the following raters have completed the questionnaire about you.

- 1 Line manager

→ Select **Add a new rater**

Create the raters for your questionnaire

You have not yet added any raters to your questionnaire

- Back
- Add a new rater

→ To invite people you will need to add the **email address** and **name** of the individual and select their relationship to you.

Create the raters for your questionnaire

- Email address
- First name
- Surname
- Relationship
  - Please select one

- Cancel
- Add rater
→ Please ensure email addresses are **correct**, as the system is unable to verify these for you.

→ Click **Add Rater**. You will be taken back to the previous screen.

→ To send their invitations Click **Send Email** alongside each rater.

→ Your chosen Rater will then receive a **system-generated email** describing the process you are inviting them to take part in and a **link** to the Healthcare Leadership Model Appraisal Hub to enable them to begin rating you.

→ Without sending this email, your Rater will **not** be aware that you have chosen them and will be **unable** to begin the process.

→ Within the questionnaire home screen, there is a **status** for each rater (as seen below) which will **update** accordingly as they complete their ratings of you.

  o When they have rated you it will be marked as **Completed**.

  o You can also send **reminders** to your raters by clicking on the **Resend Email** button. The system will also send a reminder **automatically** when **50%** of your completion time is **remaining**.
Rater Anonymity

→ The ratings and comments from your raters are presented anonymously in your report. The only visible description of the rater will be their relationship to you (Line manager, Peer, Direct report, Others).

→ However, as most people only have one Line manager and your Line manager must rate you before you can request your report, your Line manager’s ratings and comments will be identifiable in your report.

→ It is recommended that you choose at least three peers and three direct reports as raters, although this is optional.

→ If there are fewer than three raters in either ‘Peers’ or ‘Direct reports’, these will be disguised by moving them into the ‘Others’ group. If ‘Others’ still contains fewer than three raters then ‘Direct Reports’ will also be moved into this group. This means that the reader cannot recognise any individual’s input, which would be easy to do with one or two raters for each relationship.
Step 8.

Requesting your Report

→ Once you have completed all of the above steps and at least one Line manager has finished rating you, the Request My Report button will appear. Click this only when you are happy that no one else needs to rate you.

→ If you would like your raters to have additional time to complete their ratings, you can change your completion date to allow them to do this.

→ Clicking the Request My Report button will send it to your chosen facilitator, ready for your face to face session.

Your report is ready for process. You can request your report from your chosen facilitator

Request My Report

Back to menu

✓ You will not see your report until you participate in your feedback session with your facilitator.
Step 9.

Understanding your 360 Assessment Report

You will receive your 360 Report as part of a dedicated feedback session with the accredited facilitator of your choice.

The 360 report is divided into the following sections:

- The Healthcare Leadership Model
- About this report
- Your 360° overview
- Your rater groups
- Your Performance and Importance ratings
- Your Performance versus Importance summary
- Your hidden strengths and blind spots
- Your Performance and Importance analysis
- Your Impact ratings*
- Your rater comments
- Appendix 1: Your personal development
- Appendix 2: The nine dimensions of leadership behaviour

*Your Impact ratings will only appear if you have answered ‘Yes’ to having Direct Reports when completing your questionnaire.
Overview of Report Structure

1. The Healthcare Leadership Model
   ➔ This section of the report describes the Healthcare Leadership Model upon which the 360 Assessment is based and explains why and how it is useful to leaders.
   ➔ This section also covers personal qualities and how being aware of our strengths and limitations will have a direct effect on how we behave and interact with others.

2. About this report
   ➔ Here you will gain an overview of the report itself, how to use it and your next steps.

3. Your 360° overview
   ➔ Here you are presented with a diagram that displays your average rating on the nine leadership dimensions of the Healthcare Leadership Model.
   ➔ Your personal ratings are presented separately to those of your raters to enable you to compare and contrast.

4. Your rater groups
   ➔ The table in this section displays the average ratings given on each of the 360° dimensions by your different rater groups. This table enables you to see any gaps in perception between yourself and your rater groups.

5. Your Performance and Importance ratings
   ➔ This section of the report displays in a visual format your Performance and Importance ratings for each of the nine dimensions of the Healthcare Leadership Model.
   ➔ Your personal ratings are presented separately to those of your raters to enable you to compare and contrast.

6. Your Performance versus Importance summary
   ➔ In this section you are presented with a diagram that displays a summary of your ratings by comparing low to high Performance against low to high Importance. This can demonstrate and in turn improve how you prioritise your development focus.
   ➔ Ratings that align with low Performance on dimensions that are of high Importance will be shown in the risk area (marked in red). You may want to prioritise your development actions here.
   ➔ Ratings that align in similar positions against Performance and Importance will be shown in the balanced area (marked in amber).
   ➔ Ratings that align with high Performance on dimensions that are of low Importance will be shown in the opportunity area (marked in green).
7. **Your hidden strengths and blind spots**
   - The table in this section shows the spread of scores given by **yourself** and **your raters** for each dimension.
   - Each coloured circle indicates the **number of raters** who gave you that particular rating. The more people who gave you the same rating, the larger the coloured circle will be in that section.

8. **Your Performance and Importance analysis**
   - This section of the report shows you the **spread of scores** given by yourself and all rater groups **against each of the nine dimensions**.

9. **Your Impact ratings**
   - This section of the report examines the level of engagement by your Direct Reports in relation to the nine Healthcare Leadership Model dimensions.
   - The table in this section displays the spread of scores given by yourself and your Direct Reports on each of the nine leadership dimensions plus seven additional items.
   - Please note that this section will only appear if you have answered ‘Yes’ to having Direct Reports when completing your questionnaire.

10. **Your rater comments**
    - This section displays the **free-text** comments provided by your 360 feedback raters in answer to the following **four** questions:
      1. What do they do well in their role as a leader?
      2. What do they do less well in their role as a leader?
      3. How could they improve in their role as a leader?
      4. What other advice could you offer them?
    - These comments are presented in your report **as written** by your raters.

11. **Appendix 1: Your personal development**
    - Here you are presented with the opportunity to begin mapping out a **personal development plan** based upon your **reflections** of what you have learned about yourself from reading your report.

12. **Appendix 2: The nine dimensions of leadership behaviour**
    - Here you are presented with the nine dimensions of leadership behaviour and the behaviours required for each of the rating scales.
Help and support

If you’d like further help and support with your 360 assessment, please don’t hesitate to contact the helpdesk on +44 (0)1242 282 979 or by emailing 360support@jcaglobal.com.

Alternatively, you can view Frequently Asked Questions by following this link: http://modelfaq.jcaglobal.com/