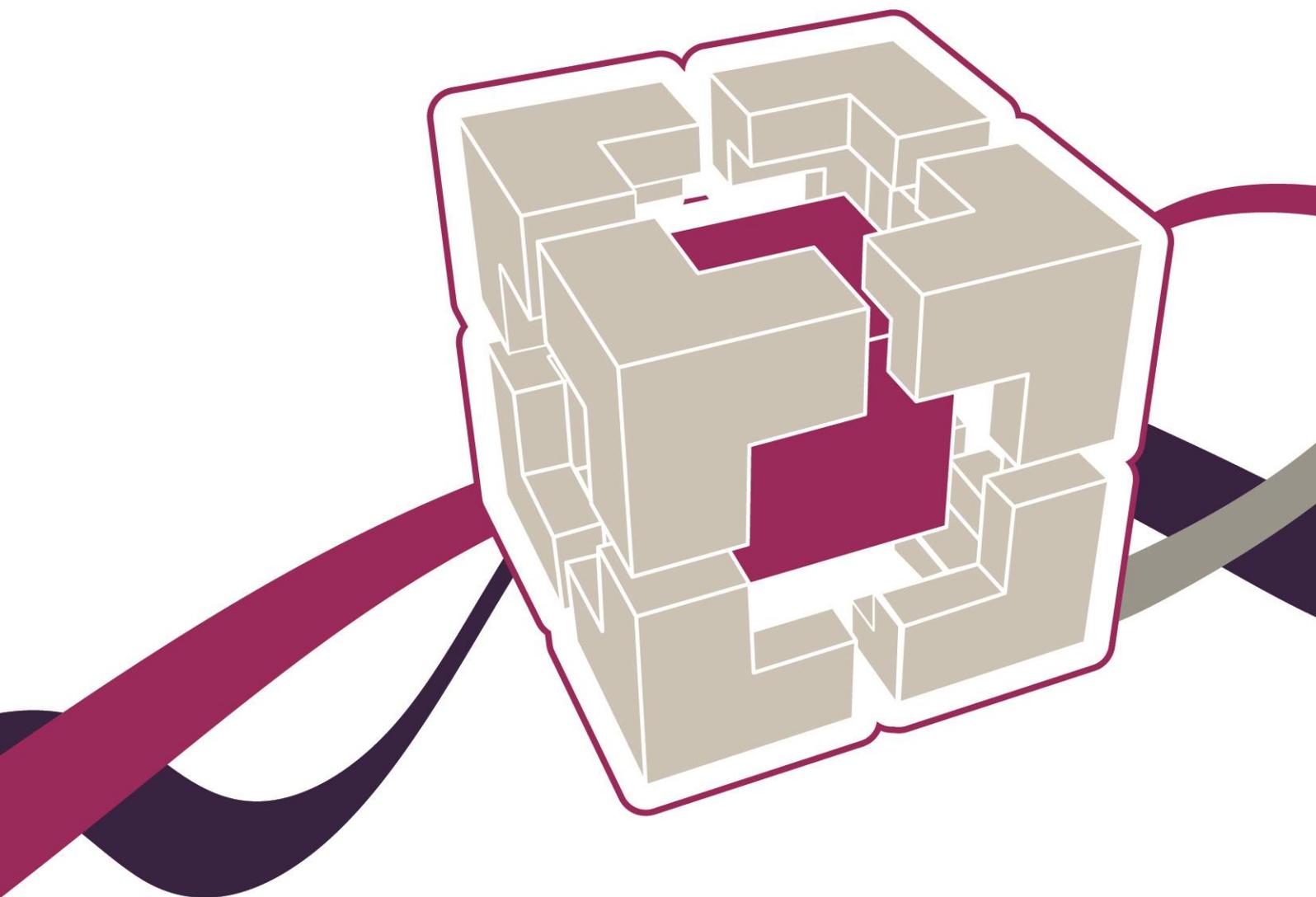


# The Healthcare Leadership Model Appraisal Hub

Rater User Guide



# Rater User Guide

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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 participants to complete a **questionnaire** based on the Healthcare Leadership Model that evaluates their **self-perception** of their 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 in a **report** which will be provided by an **accredited facilitator** as part of a **dedicated feedback session**.
- The report will give an indication of their current leadership **performance** and **behaviour** as seen by themselves in **comparison** with their raters.
- Through exploration of the report with their facilitator, participants will gain a real **insight** into their areas of **strengths** and **limitations** and begin to construct a **development plan** from which to enhance their effectiveness as a leader.

## Why am I being asked to complete this questionnaire?

- The individual participating in the **360 assessment** has identified you as a person from whom they would like **feedback** on their **behaviour** and **performance** as a leader.
- The questionnaire provides you with an opportunity to **rate** the participant's **leadership behaviours** within the work place using the **nine dimensions** of the **Healthcare Leadership Model**.
- Your **ratings** and **comments** will help the individual to **develop** and make **sustainable improvements** to their performance at work. The questionnaire can be used to provide a starting point for **discussion** and an **increased awareness** at an **individual, team or organisational** level.

## I would like feedback on my own leadership behaviour from others, how can I get this?

- You can create an account by accessing the NHS Leadership Academy's **NHSx** at <https://nhsx.uk/register>.
- If you **already** have an account, you can access **the Healthcare Leadership Model Appraisal Hub** directly at <https://modelappraisalhub.leadershipacademy.nhs.uk> to set up a 360 assessment and invite your **own** raters to provide you with **feedback**.

→ For more information and further **guidance** on completing your **own** assessments, please see our **Self Assessment and 360 Assessment User Guides**, which you can find on The Healthcare Leadership Model Appraisal Hub **support page**.

### **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](mailto:360support@jcaglobal.com)

# Information for Raters

- The 360 questionnaire enables an individual to **invite** anyone within their work environment to provide them with **feedback** on their **performance** and **behaviour** as a leader. The people they choose to invite are known as '**raters**'.
- As a rater, you will complete the **same questionnaire** that the individual has previously used to **self rate**. You will also be asked to answer an additional **four free-text** questions which the individual will **not** have answered about themselves. Your **comments** in the four free-text questions will be printed in the individual's report **exactly as you write them**. 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?
- **Direct reports** will also be asked a series of questions about the team they work in.

## Rater Categories

The raters the individual chooses will fall into the following categories:

- **Line manager:** the person to whom the individual reports.
- **Peers:** the individual's colleagues and fellow team members, probably at a similar job level, with whom they work.
- **Direct reports:** those for whom the individual has a direct responsibility to lead.
- **Others:** anyone else the individual would like to receive feedback from.

## Rater Anonymity

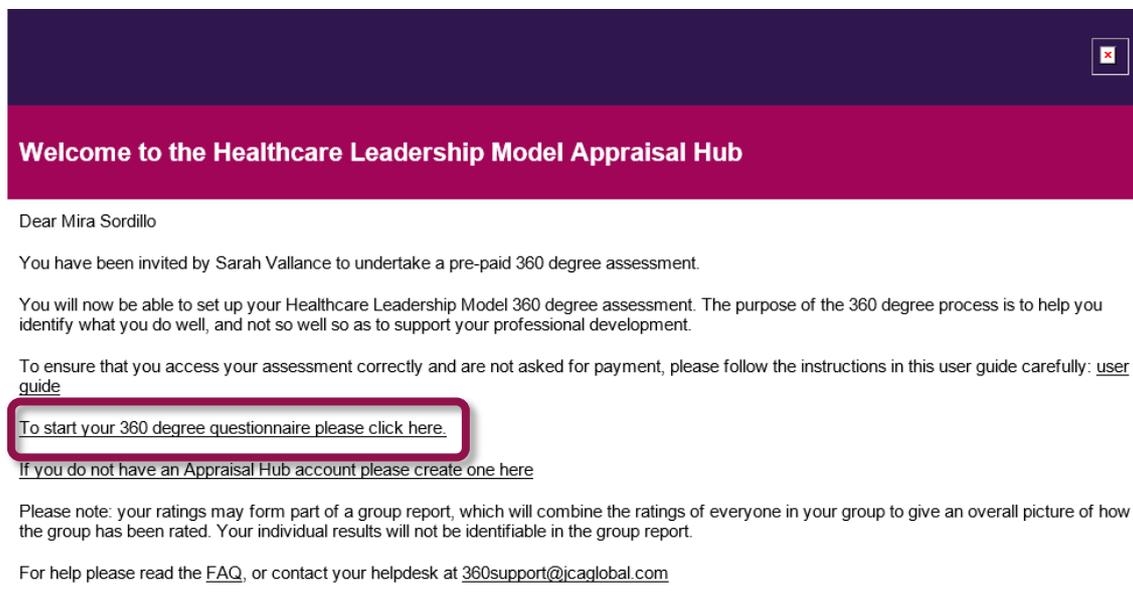
The ratings and comments you provide are presented **anonymously** in the individual's report\*. The **only** description of you will be your **relationship** to the individual (Line manager, Peer, Direct report, Other).

### \*A Note to Line Managers

As **most** people only have **one** Line manager and the individual's Line manager **must** rate them before they can **request** their report, your ratings and comments **will be identifiable** in the individual's report.

# Receiving a Rater Request

- If an individual participating in a 360 assessment identifies **you** as a person from whom they would like **feedback**, you will receive an **email** to notify you of this, as below.



- The email will inform you of the **name** of the individual requesting feedback and provide you with a **link** taking you directly to the **Healthcare Leadership Model Appraisal Hub** to enable you to begin **rating** the individual.
- If you would prefer **not** to complete the questionnaire, **do not** click the link in the email. You may want to **inform** the participant directly that you **will not** be completing the questionnaire, as they may continue to send you **reminders** unless they know you have decided not to take part.

# Accessing the Questionnaire

- Once you have clicked on the **link** within the email you will be taken directly to the **welcome screen** within the hub. As a rater, you will **not** be required to enter a username or password to access the system.

## Welcome

Thank you for taking part in the Healthcare Leadership Model 360 degree feedback process for Sarah Vallance. You will now be asked a series of questions related to the leadership behaviours of Sarah Vallance, as described in the Healthcare Leadership Model.

The questionnaire is made up of a few different sections. In this first one you will be asked to rate the Behaviour and Importance on the nine leadership dimensions for Sarah Vallance. As there are only nine questions, please give time to fully read the descriptions and to carefully consider your answers within the context in which they operate.

In the next section you will then be asked to rate your own experience as a member of Sarah Vallance's team.

In the last section you will be asked a few free-text questions for more targeted feedback.

Please be honest and open in your feedback. Your ratings will be anonymous, **unless you have been identified as the line manager** of Sarah Vallance. When completing the free-text questions, please keep in mind that, although anonymous, your responses will be reproduced in the report as written.

The questionnaire should take you between 15-30 minutes to complete. Should you be unable to complete the questionnaire in one sitting you can log out and log in again at a later date to continue where you left off.

Thank you for your contribution to Sarah Vallance's 360 degree feedback process.



Next

- Once you have **read** the welcome message, click on the **Next** button to proceed.

# Completing the Questionnaire

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 the individual's behaviour** in relation to this dimension.
- For the second part, you are asked to **rate how important** the dimension is to the individual's job role.

**Inspiring Shared Purpose**



Question 1 of 9

**What is it?**

- Valuing a service ethos
- Curious about how to improve services and patient care
- Behaving in a way that reflects the principles and values of the NHS

**Why is it important?**

Leaders create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community

**What is it not?**

- Turning a blind eye
- Using values to push a personal or 'tribal' agenda
- Hiding behind values to avoid doing your best
- Self-righteousness
- Misplaced tenacity
- Striving away from doing what you know is right

You are rating Sarah Vallance on the dimension of Inspiring Shared Purpose

Please read the descriptions below, then select one level that most accurately describes their behaviour.

No Opportunity To Observe

Insufficient

They do not consistently meet the descriptors used in 'Essential'

Essential

**Staying true to NHS principles and values**

Do they act as a role model for belief in and commitment to the service?

Do they focus on how what they do contributes to and affects patient care or other service users?

Do they enable colleagues to see the wider meaning in what they do?

Proficient

**Holding to principles and values under pressure**

Do they behave consistently and make sure that others do so even when they are under pressure?

Do they inspire others in tough times by helping them to focus on the value of their contribution?

Do they actively promote values of service in line with NHS principles?

Strong

**Taking personal risks to stand up for the shared purpose**

Do they have the self-confidence to question the way things are done in their area of work?

Do they have the resilience to keep challenging others in the face of opposition, or when they have suffered a setback?

Do they support their team or colleagues when they challenge the way things are done?

Exemplary

**Making courageous challenges for the benefit of the service**

Do they have the courage to challenge beyond their remit even when it may involve considerable personal risk?

Do they take the initiative and responsibility to put things right outside their remit if they see others fearing to act?

How important is the dimension of Inspiring Shared Purpose to their job role?

Fairly Important
  Important
  Very Important
  Vitally Important

→ Once 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. Once happy with your answers click the **Next** button at the bottom of the Summary page.

If you are happy with your responses, please continue to the next section. Your responses to this section will then be saved and may not be changed.

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→ If you are the participants **Direct Report** you will then be asked to complete the Impact questions.

**Impact questions**

The following set of questions asks you to rate your own experience as a member of Sarah Vallance's team. Page 1 of 6

- 1 I feel the team are working towards a common purpose  
 Strongly disagree     Disagree     Somewhat disagree     Somewhat agree     Agree     Strongly agree
- 2 In this team, we creatively apply fresh approaches to improve current ways of working  
 Strongly disagree     Disagree     Somewhat disagree     Somewhat agree     Agree     Strongly agree
- 3 I willingly strive to achieve high levels of success for the team  
 Strongly disagree     Disagree     Somewhat disagree     Somewhat agree     Agree     Strongly agree
- 4 At times of controversial and complex change, I am reassured and inspired by good leadership  
 Strongly disagree     Disagree     Somewhat disagree     Somewhat agree     Agree     Strongly agree
- 5 I am encouraged to build relationships, both within and outside of the team, to achieve organisational goals  
 Strongly disagree     Disagree     Somewhat disagree     Somewhat agree     Agree     Strongly agree
- 6 In our team we use different styles of communication, stories and symbols to discuss our work  
 Strongly disagree     Disagree     Somewhat disagree     Somewhat agree     Agree     Strongly agree

**Next**

→ The **last four questions** will enable you to provide **free-text comments** to support the **development** of the individual in question. Your responses will be printed in the individual's report **exactly as you write them**.

→ You will be given the opportunity to answer each question individually, then a summary screen of all of your answers will display at the end for you to check and submit.

Your session will remain active for 30 minutes. To ensure that you do not lose any work, please save regularly using the "Save" button in the bottom left of the screen.  
 When you are ready to proceed to the next question click "Save and go to next question". You will also have the opportunity to review all of your comments at the end.

**Please answer the following questions about Sarah Vallance. Remember that although anonymous, your responses in this section will be reproduced as written.**

**What do they do well in their role as a leader?**

**Save** **Save and go to next question**

→ 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 go out and go back in using the **link** in the email at a later date to **continue** from the point at which you left.

- You will now receive a message on-screen, informing you that the questionnaire is **complete**.
- 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 you can close the browser window.

## Questionnaire complete

Thank you - you have successfully submitted your questionnaire

### What happens next?

The individual who asked for your feedback will receive their report compiling your answers with others in your rater group, so your scores will be anonymous (excluding line managers, who will be identifiable). They will go through this report with a feedback facilitator who will help them to use this information to inform their development.

Thank you for your contribution to this process.

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 do not wish to complete these questions please close your browser window.

Next

# Help and Support

If you would like further help and support, please don't hesitate to contact the helpdesk on **+44 (0)1242 282 979** or by emailing [360support@jcaglobal.com](mailto:360support@jcaglobal.com).

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