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 workplace 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
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.

Welcome to the Healthcare Leadership Model Appraisal Hub

Dear Mira Sordillo

You have been invited by Sarah Vallance to undertake a pre-paid 360 degree assessment.

You will now be able to set up your Healthcare Leadership Model 360 degree assessment. The purpose of the 360 degree process is to help you identify what you do well, and not so well so as to support your professional development.

To ensure that you access your assessment correctly and are not asked for payment, please follow the instructions in this user guide carefully: user guide

To start your 360 degree questionnaire please click here.

If you do not have an Appraisal Hub account please create one here.

Please note: your ratings may form part of a group report, which will combine the ratings of everyone in your group to give an overall picture of how the group has been rated. Your individual results will not be identifiable in the group report.

For help please read the FAQ, or contact your helpdesk at 360support@360global.com.

→ 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 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.

→ 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.

→ 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. Once happy with your answers click the Next button at the bottom of the Summary page.
→ 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 rely on your own experience as a member of Sarah Vallance’s team.

**1.** I feel the team are working towards a common purpose
- [ ] Strongly disagree
- [ ] Disagree
- [ ] Somewhat disagree
- [ ] Somewhat agree
- [x] 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
- [x] Agree
- [ ] Strongly agree

**3.** I willingly strive to achieve high levels of success for the team
- [ ] Strongly disagree
- [ ] Disagree
- [ ] Somewhat disagree
- [ ] Somewhat agree
- [x] Agree
- [ ] Strongly agree

**4.** At times of controversy and complex change, I am reassured and inspired by good leadership
- [ ] Strongly disagree
- [ ] Disagree
- [ ] Somewhat disagree
- [ ] Somewhat agree
- [x] 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
- [x] Agree
- [ ] Strongly agree

**6.** In our teams we use different styles of communication, stories and symbols to discuss our work
- [ ] Strongly disagree
- [ ] Disagree
- [ ] Somewhat disagree
- [ ] Somewhat agree
- [x] Agree
- [ ] Strongly agree

→ 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?**

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 raters 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 the 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.
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.

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