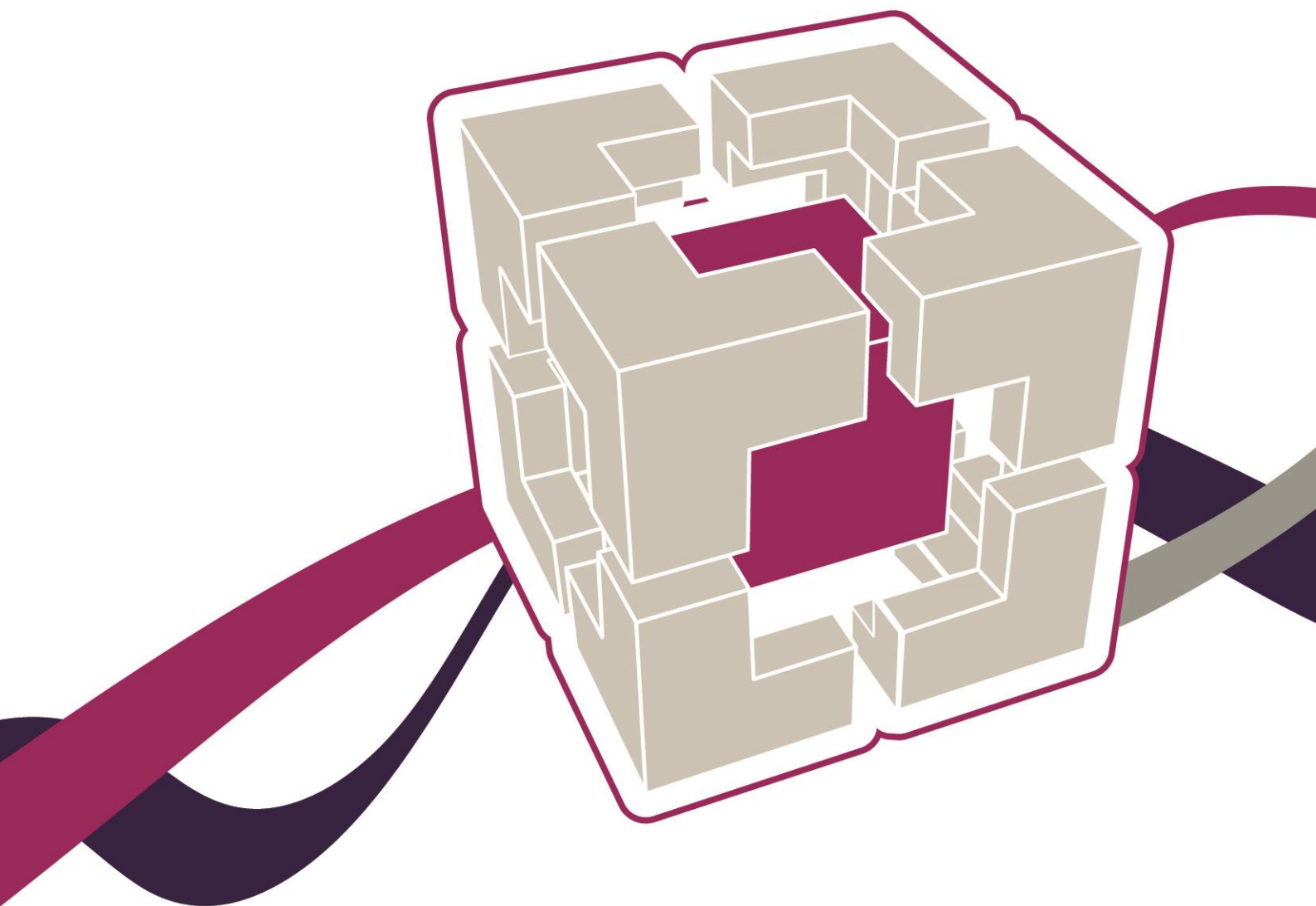


# The Healthcare Leadership Model Appraisal Hub


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?

## 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

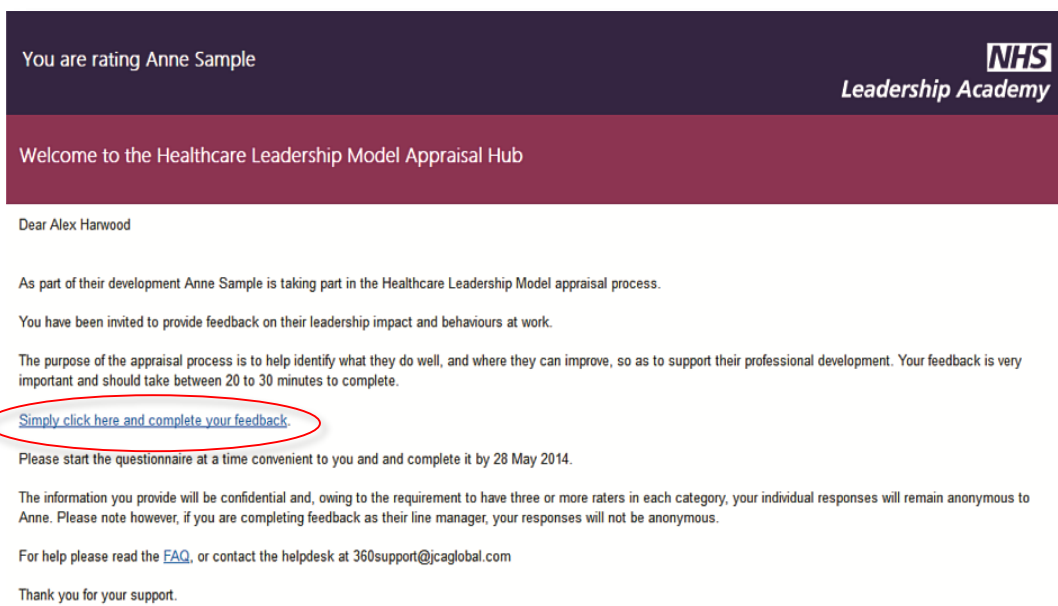
The ratings and comments you provide are presented **anonymously** in the individual's report\*. The **only** description of you will be your **relationship** to the individual (Line manager, Peer, Direct report, Other).

### \*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

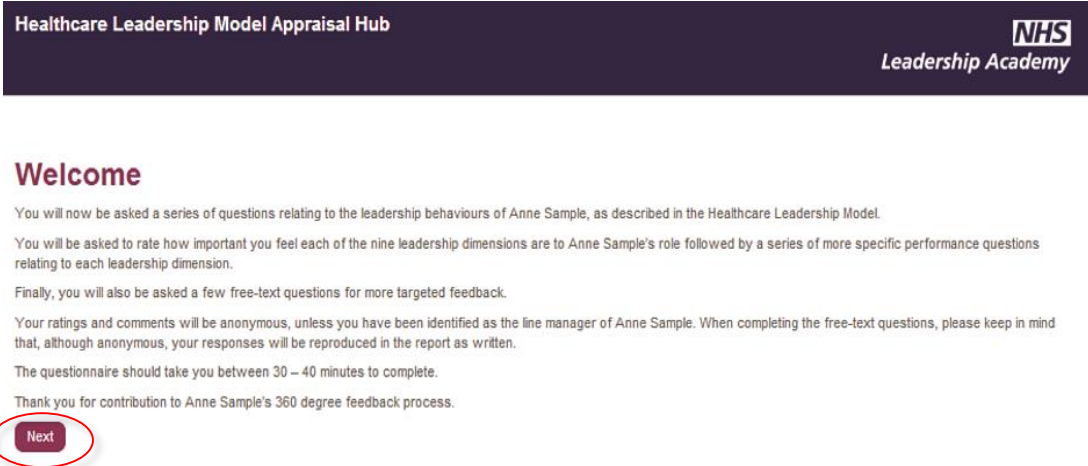
- If an individual participating in a 360 assessment identifies **you** as a person from whom they would like **feedback**, you will receive an **email** to notify you of this, as below.



- 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.



**Healthcare Leadership Model Appraisal Hub** **NHS Leadership Academy**

## Welcome

You will now be asked a series of questions relating to the leadership behaviours of Anne Sample, as described in the Healthcare Leadership Model.

You will be asked to rate how important you feel each of the nine leadership dimensions are to Anne Sample's role followed by a series of more specific performance questions relating to each leadership dimension.

Finally, you will also be asked a few free-text questions for more targeted feedback.

Your ratings and comments will be anonymous, unless you have been identified as the line manager of Anne Sample. 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 30 – 40 minutes to complete.

Thank you for contribution to Anne Sample's 360 degree feedback process.

**Next**

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

# Completing the Questionnaire

- After passing the welcome screen, you will be presented with the **first question** of the questionnaire.

Healthcare Leadership Model Appraisal Hub NHS  
Leadership Academy

**Alex Bradley**  
Answer these questions about Anne Sample

The questionnaire is saved after you answer each question, so you can close your browser at anytime and return later to finish this questionnaire

Question 1 of 81

**Inspiring shared purpose**

What is it?

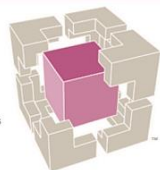
- Valuing a service ethos
- Curious about how to improve services and patient care
- Behaving in a way that reflects the principles and values of the NHS

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
- Shying away from doing what you know is right



How important is the dimension of *inspiring shared purpose* to their job role?

Low Importance ☒ ☐ ☐ ☐ ☐ High Importance

Next

- In total you will be asked **85 questions** based on the **nine dimensions** of the Healthcare Leadership Model. For the **first 81 questions** you will be asked to **rate** the **importance** of each dimension to the **individual's job role**, followed by a series of **performance** questions based on **frequency** of their **behaviour**.

Healthcare Leadership Model Appraisal Hub NHS  
Leadership Academy

**Alex Harwood**  
Answer these questions about Anne Sample

The questionnaire is saved after you answer each question, so you can close your browser at anytime and return later to finish this questionnaire

Question 2 of 81

Anne Sample acts as a role model for belief in and commitment to the service

Rarely less than 30% of the time	Sometimes 30% of the time	Frequently 60% of the time	Usually 80% of the time	Nearly always 95% of the time
-------------------------------------	------------------------------	-------------------------------	----------------------------	----------------------------------

No opportunity to observe

Previous

- To answer each question, simply **click** the answer you most agree with



- 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**.

The screenshot shows the 'Healthcare Leadership Model Appraisal Hub' interface. At the top right is the NHS Leadership Academy logo. The main heading is 'Alex Bradley'. Below it, a sub-heading says 'Answer these questions about Anne Sample'. A note states: 'The questionnaire is saved after you answer each question, so you can close your browser at anytime and return later to finish this questionnaire'. It indicates 'Question 1 of 4'. The question is 'What do they do well in their role as a leader'. There is a large text input box. At the bottom are two buttons: 'Ok' (dark blue) and 'Previous' (grey).

- The questionnaire should take approximately **20 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.
- On **completion** of the questionnaire, you will be presented with the below screen. This will explain what will **happen next** for the participant. You can **close** the window as you have now finished giving your feedback.

The screenshot shows the 'Questionnaire Complete' screen. At the top right is the NHS Leadership Academy logo. The heading is 'Questionnaire Complete'. Below it, a message says 'Thank you – you have successfully submitted your questionnaire.' A section titled 'What happens next?' explains: '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 confidential (excluding line managers, who will be identified). 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 valuable contribution to this process.'

# 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>**