

AfC Appraisal and Development Review

Agenda for
Change (AfC)
Appraisal Season
2021



Personal details

Staff member's name: <input type="text"/>	
Job Role: <input type="text"/>	
Department: <input type="text"/>	CSU: <input type="text"/>
Date of this Appraisal: <input type="text"/>	Appraiser's Name: <input type="text"/>

Guidance

AfC Appraisal is your chance to have a quality conversation with your manager looking at the successes and challenges of the past 12 months.

This is an opportunity to focus on your development, your career and how you can live the Leeds Way values in your role.

An [Appraisal Best Practice](#) guide and [Appraisal FAQ](#) are available to assist in the understanding of the appraisal process.

Trust Objectives 2021/22

- We will achieve CQC Outstanding at our next inspection
- We will provide excellent education, training and development so that people are skilled to do their job and realise their full potential
- Every patient will have the opportunity to benefit from and participate in research
- We will deliver outstanding specialist services, investing in our future by delivering Building the Leeds Way
- We will deliver a sustainable surplus by becoming the most efficient teaching hospital in England
- We will work with our partners to provide person-centred care across care settings, delivering more care closer to home
- By 2024 we will have the highest staff engagement score nationally



@OrglearnLeedsth | @LTHT_People

Section 1: Review of last year's work and PDP objectives

Page Explanation

- This section of the appraisal is used to discuss the outcomes of last year's objectives and how these were achieved.
- Both the staff member and the appraising manager have been provided a free text section on page 4 to comment on the previous year's objectives.
- Assign a rating to last year's objectives detailing any mitigating circumstances in the free text boxes provided.

If you are a Line Manager please comment within this section on whether you have completed all your teams' appraisals and whether their Mandatory Training is up to date.

Quality conversation guidance

This guidance will help you to conduct a fair review of objectives and personal development progress to support a positive and reflective conversation about performance and achievements over the last 12 months.

Objectives - questions to ask

- What went particularly well since your last appraisal?
- What are you most proud of?
- I think you should be most proud of ...
- If you could rewind the clock and redo, what would you do differently?
- What do you wish had gone differently and what did you learn from it?
- When you think about some of the areas you wish had gone differently in the last 12 months, are there any skills, knowledge or experience that would have helped you to take a different approach? Should this feature in your PDP?

Objective assessment criteria

Use the following guide when assessing objectives set at the last appraisal/local induction.

Assessment Wording	Use When	Appraisal Outcome	Notes
Not Achieved no mitigation	Despite appropriate ongoing support and opportunity being provided the appraisee has not met this objective.	Recording one or more objectives with this assessment will result in the appraisal being unsuccessful.	Should only be used when the individual's performance is subject to the formal stages of the supporting performance policy and only when this is done in advance of the appraisal taking place.
Not Achieved with mitigation	The objective has not been completed however there is a justifiable reason for why it was not achieved.	Successful when mitigation is provided in the system.	The definition of this assessment is that the objective has not been met but mitigating factors outside of the appraisee's control have had an impact on their ability to complete the task.
Ongoing	The objective is not complete but remains relevant and open. Some work has been carried out towards completion.	Successful	The objective should, if still relevant, be re-entered into the 'Agree Priorities' tab for the coming year.
Fully achieved		Successful	

Personal Development - questions to ask

- Tell me about the progress you have made towards your development goals
- What skills or strengths do you think you have developed since your last appraisal?
How have you shared these with your team or colleagues?
- What do you feel you gained from the activity you undertook as part of your PDP?
What did you learn?
- How do you plan to use your new-found skills and experience?
- What has stopped you from achieving your developmental goals? (if they haven't achieved them)
- How can I help you to overcome any barriers to success in the future?

Appraisee's comments:

Manager's comments:

Rating last year's objectives

Check one box

Fully achieved	Ongoing	Not achieved - no mitigation	Not achieved with mitigating factors (give details)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 2: Agreeing priorities for the next 12 months

Page Explanation

This section focuses on both work priorities for the staff member and their personal development plan. It should be completed by the staff member and their appraising manager. Both parties can enter comments into this section prior to the appraisal to inform their discussion at the meeting.

Quality conversation guidance

This guidance will help you to have a quality conversation about the upcoming priorities for this individual's work during the year ahead and to understand personal aspiration and career goals to shape a personal development plan.

Questions to ask - priorities

- Imagine it is one year from now; what do you hope to have achieved? What do you want to feel proud about?
- What do you feel should be your priorities for the next year? What do you think you need to focus on?
- I think some of the areas you should focus on are ...
- Do these priorities or outcomes feel achievable?
- Do these priorities align to the priorities of your wider team and department?

For each priority, establish why it is important, how it will be accomplished and what the benefit will be. If the appraisee manages a team, include the following aspects in their priorities:

- Ensuring that the people you manage are looked after, you will need to ensure that they remain up to date for their required training and that you support completion of their appraisals within the season to a high standard.
- What priorities do you need to set to ensure the continued performance of your team?
- What's the intended performance outcome of the team that you lead?

Coaching your appraisee to develop their own priorities in line with team, department and Trust goals will help to obtain commitment to the work being undertaken and can support improved performance with better outcomes for patients.

Questions to ask - personal development

- Have you had chance to look through the OL Prospectus to see what is on offer across the Trust?
- In 12 months' time, what skills, knowledge and experience would you like to have developed that don't currently have at the level you would like?
- If you are considering your next career step, are there any particular skills, knowledge or experience that would help you develop and progress?
- Do the agreed elements feel realistic and achievable?
- What can I do to help you achieve these development ambitions?

You must **not** include mandatory training as an element of your personal development plan. This is a contractual obligation for all staff. Instead, discuss opportunities which might increase the skills, knowledge or experience held by the individual and could also benefit the team or department now or in the future.

Agenda for Change (AfC) Appraisal

Priorities	Additional Information

Personal Development Plan	Additional Information

Priorities and PDP agreed?

Yes

Section 3: Review of the Leeds Way behaviours

Page Explanation

Behavioural reflection must be undertaken by the appraisee and not by the appraising manager. The appraiser should discuss the behavioural reflection in a supportive way whilst offering respectful challenge where necessary.

Activity for Appraisee

Review the Leeds Way Respectful Behaviours on page 8 and reflect on your behaviours to identify two areas to discuss which you feel you have proudly demonstrated. Next, select two behaviours which you wish to improve and think about why that is. Enter a statement of development intent which describes why and how you will address the behaviours identified for improvement.

Discussion

You and your manager should have an open conversation about these behaviours, looking at the aspects of positive performance to celebrate. You should also remain open minded about the perspectives of others regarding the behaviours you exhibit and be prepared to be respectfully challenged on these.

Outcome

The outcome of this section should be a firm understanding of the Trust's respectful behaviours you positively exhibit and those you wish to improve further still.

Agenda for Change (AfC) Appraisal

Leeds Way Values	Leeds Way Respectful Behaviours	Two behaviours I am proud of	Two behaviours I am working to improve
PATIENT CENTRED 	Extra mile: Let's all do an extra little bit to create an outstanding experience for our patients, families, volunteers and staff. We'll go and see how our actions and decisions affect others		
	Be responsive: Enable our patients and people to be actively engaged in decision making		
	Keep it simple: Use appropriate language to ensure everyone understands what is happening and why		
COLLABORATIVE 	Be a team player: Work together to create an environment where help is happily offered, asked for and received		
	Walk in their shoes: Empathise with others and understand their experience and point of view. Be considerate, go and see		
	Communicate and collaborate on decisions: Work together to achieve the best outcomes		
FAIR 	Respect: Value everyone's feelings and thoughts and treat others as they wish to be treated		
	Speak up: Working together, let's create an environment where people feel confident to speak up when something doesn't feel right		
	Be consistent: Treat people equally without favouritism or discrimination		
ACCOUNTABLE 	Continuous learning: Encourage our people to experiment and innovate and to seek opportunities to learn		
	Keep promises: Hold ourselves and others to account to ensure we do what we've said we will do		
	Take responsibility: Recognise when things have gone wrong, apologise and understand why without blame		
EMPOWERED 	Grow and develop: Create an environment where individuals develop their own potential, seek and provide feedback and share learning and expertise with others		
	Supports others to succeed: Enable others to take action, learn, share ideas, opinions and perspectives to succeed		
	Shares information: Ensure that everyone has the information they need to do their work or manage their health. Sharing information and communicating openly signals that you trust and respect others		

Appraisee Statement of Behavioural Development Intent:

Additional comments:

Section 4: Mandatory and Priority training

Page Explanation

This section focuses on your **Mandatory** and **Priority** training requirements.

As part of your preparation for your appraisal, you will need to ensure your mandatory and priority training is completed. **In order to record a successful appraisal, all of your mandatory training must be up to date.** If you have not been able to complete mandatory training, please use the space below to record any mitigating circumstances there may be for this.

Where your **mandatory and priority training** is not up to date, please agree and outline an action plan in the space provided on page 10 to bring this training up to date. **Please note that not being fully up to date with your priority training will not result in an unsuccessful appraisal.**

Once these sections have been reviewed please indicate whether the staff member is compliant with their mandatory and priority training requirements on page 10. Where a staff member isn't compliant with their **mandatory** training and are unable to evidence any mitigating circumstances, their appraisal will be recorded as unsuccessful.

Please list any out of date **mandatory training** and **priority training** topics in the box below.

Managers, please use the mitigating circumstances box to record reasons of non-compliance for **mandatory training** only

Mitigating circumstances

Mandatory and Priority Training Plan

Please outline a plan for bringing out-of-date mandatory and priority training back in date

Mandatory and priority training plan

Appraisee's comments:

Manager's comments:

Compliant with training?

Check one box

Fully achieved	Not achieved	Achieved with mitigating factors
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 5: Appraisal completion

Appraiser: Confirmation

- An appraisal has taken place that reviewed the individual's objectives, the Leeds Way behaviours and both mandatory and priority training compliance;
- Appropriate supporting information has been presented;
- Work and development priorities have been agreed for the next year;
- A decision has been taken with regard to whether the overall appraisal has been agreed as successful.

For Appraisee:

Do you feel this appraisal discussion has been helpful and valuable? Please answer Yes or No.

Check one box

Yes <input type="checkbox"/>	No <input type="checkbox"/>
---------------------------------	--------------------------------

Have you had a [wellbeing conversation](#) in the last 12 months?

Check one box

Yes <input type="checkbox"/>	No <input type="checkbox"/>
---------------------------------	--------------------------------

A wellbeing conversation template is available [here](#).

For Appraiser:

In your capacity of Appraiser Manager have you asked the appraisee the question, ***“What do you want to discuss to ensure you feel that your appraisal is a helpful and valuable conversation?”***

Please answer Yes or No.

Check one box

Yes <input type="checkbox"/>	No <input type="checkbox"/>
---------------------------------	--------------------------------

Agenda for Change (AfC) Appraisal

	Signed	Date
Employee		
Reviewing manager		
Countersigning manager*		

**If the appraisal is unsuccessful it must be reviewed and countersigned by a senior manager (i.e. an appropriate AfC Band 7 or above). Please give the name of the senior manager you have discussed this with.*

The countersigning manager can use this space to comment on the appraisal.

Countersigning Manager's comments:

This appraisal and development review will be recorded as:

Check one box

Successful <input type="checkbox"/>	Unsuccessful <input type="checkbox"/>
--	--

Appraisee's comments:

Signing the appraisal

Individual staff member: Probity declaration

If you are AfC Band 7 or above, since your last appraisal, have you failed to declare gifts, hospitality, sponsorship, business interests, or intellectual property rights for the previous financial year that should properly be declared? (Check one box)

Yes <input type="checkbox"/>	No <input type="checkbox"/>
------------------------------	-----------------------------

If yes please complete the 'Declarations of Interest' record which can be found on the Training Interface

Once complete, please login to the Training Interface to view the Appraisals list for this individual.

Clicking the 'Change' link in the 2021 appraisal row will record a completed paper appraisal.

Alternatively, email leedsth-tr.mandatorytraining@nhs.net to confirm the appraisee's details and result.