

Appraisal and 1-2-1 Guidance (AFC)

What is an Appraisal?

Centres on a two-way discussion and regular, open, supportive feedback on progress towards objectives and personal development. It's a way to translate organisation strategy and plans into individual and team objectives.

It focuses on:

Looking back at objectives met in the previous year and wider successes and achievements

Looking forward to the year ahead and what is expected (objectives and personal development)

The appraisal will be with the person best suited to carry out the discussion.

Before the appraisal begins asks: How are you? Learn more about our Wellbeing and support page [here](#)

What are one-to-ones?

Chats in the year that give feedback, celebrate successes, ensure people feel supported and track progress. Relationships will grow and develop with regular one-to-ones.

Appraiser/Manager Tips:

- Use the 1-2-1 template as a tool for recording conversations. This will help the appraisal conversation at the end of the year.
- Discussion points could be about overall motivation, job satisfaction, progress with objectives if any support is needed, new work and responding to emerging priorities.

How to prepare before

Preparation is key to a successful appraisal. Managers and employees must prepare, reflect, and think before the appraisal conversation.

Appraiser/Managers Tips:

- **P**rocess – Explain to employees what the steps are and what the appraisal conversation is about
- **R**oom – Ensure it is private and free from interruption to allow for an open and honest conversation
- **E**nough time – Schedule enough time for the conversation
- **P**aperwork – Sent to the employee two weeks before

First 90 days in role

For anyone new to SFH, transferred internally or returning to work after 12 months a 30,60- and 90-

Day appraisal chat takes place. Once the chat has happened the paperwork is sent the appraisee and placed in their file.

Appraiser/Manager Tip:

- Complete the Local Induction within 4 weeks, placing a copy in their personal file and send to relevant department. For further information refer to the AFC Induction Policy.
- If a colleague returns after 6 months and there has been lots of change, it would be good practice to follow the First 90 Days process.

Section 1: Looking back

Provides an opportunity to reflect, celebrate and gain feedback from the manager/appraiser. Use the 1-2-1 documents to help with this reflection. The 'Employee Notes Before' section will support this.

Appraising Bands 8a+ Tips

- What went well for you as a leader? What challenges have there been?
- How well have you led your service and inspired a shared sense of purpose and vision?
- How have you developed your talent pipeline?
- How have you connected with the system?
- What have you learnt about yourself as a Leader?
- [The Healthcare Leadership Model](#) describes nine dimensions of NHS leadership behaviours. This may help with PDP and Talent Conversations

Section 2: Looking Forward - Objectives

Objectives are goals that help motivate our performance in the year. They relate to our role and can be expressed as KPIs, ongoing quality standards, projects, or tasks to be completed by a specific date.

They are most effective if they focus on specific outcomes and are stretching. This is often defined as 'SMART' – Specific, Measurable, Achievable, Relevant, and Time-bound.

Employee Tip:

Think of objectives as having three dimensions: outcome, process, and progress.

- *Outcome:* How will we know you have achieved this objective?
- *Process:* What regular action will you take to move towards it?
- *Progress:* What change would you expect to see?

Appraiser/Manager Tips:

- Engage them in setting their objectives and set the expectation of coming to the conversation with prior thoughts to them for the year ahead. The 'Complete Before: New Performance Objectives' section will support this.
- Consider what development input and activity may be required to support employees in accomplishing their objectives.



Click [here](#) to learn more about setting SMART objectives

Section 2: Looking Forward - Personal Development and Talent Conversation

Personal Development: This should include learning, education and development activities that support maximising our potential. It will include:

- How to support you to develop in your job role and enable any career development
- May include shadowing, being a mentee/mentor, coaching, presenting, etc... Personal Development is not just about attending training.

To learn more about our development offers and what is available at SFH and externally [here](#)

Talent Conversation: Progression isn't just promotion; everyone can develop in different directions. This tool from [Squiggly Careers](#) may help as a starting point for this

Appraiser/Manager Tips

- Whose career progression at work inspires you? What can you learn from their journey?
- How can you encourage the employee to share their knowledge with others in the team?

Appraising Bands 8a + Tips

- Do you have any knowledge, skills, and expertise we could utilise better?
- How could we stretch you outside your comfort zone and offer more challenges?
- If you are a budget holder, we recommend that your first SFH appraisal should consider development around financial management and control.

Section 3: Final Comments and Sign-Off

Appraiser/Manager Tips:

- Place the document in their personnel file
- For more information about how to log an appraisal via ESR watch the video [here](#)
- Further information and ESR guide can be found here intranet homepage [here](#)