

## HR 18

# Appraisal Policy

### Contents

Sections	Page
1 Policy Statement	2
2 Definitions	2
3 Accountabilities	2
4 Policy Detail	2
5 Finance Risk assessment	4
6 Equality Impact Assessment	4
7 Maintenance	4
8 Communication and Training	4
9 Audit	5

### Attachments

**Attachment 1** [Appraisal Procedure for Non-Medical Staff](#)

### Appendices

**Appendix 1** [Annual Review and Development Planning Document](#)

**Appendix 2** [Appraisal Completion Notification](#)

## 1.0 Policy Statement (Purpose / Objectives of the policy)

The aim of this policy is to support staff in their personal development and the requirements they have in meeting Continuous Professional Development (CPD).

The Trust will adopt a uniform approach in ensuring both personal and corporate objectives are in line with the Trust's Vision, Values, Behaviours and Strategic goals, and that Appraisal is conducted in a consistent manner across the Trust.

- 1.1 All staff other than medical staff will follow the procedure laid out in this policy.
- 1.2 Medical staff will follow a nationally agreed process ([HR46 Medical Appraisal Policy](#)).
- 1.3 As, and when, staff groups other than medical staff require revalidation by their professional/statutory bodies, additional supportive policies will be developed

In adhering to this Policy, all applicable aspects of the Conflicts of Interest Policy must be considered and addressed. In the case of any inconsistency, the Conflict of Interest Policy is to be considered the primary and overriding Policy.

## 2.0 Definitions

- 2.1 Care Quality Commission (CQC) Effective Domain
- 2.2 JNC: Joint Negotiating Committee
- 2.3 PDP: Personal Development Plan

## 3.0 Accountabilities

- 3.1 Every member of staff in the Trust will participate in at least an annual appraisal discussion and will use the designated paperwork and process, with the exception of doctors who already have a nationally agreed process set out in [HR46 Medical Appraisal Policy](#).
- 3.2 Overall accountability for this policy lies with the Chief People Officer

## 4.0 Policy Detail

- 4.1 The Royal Wolverhampton NHS Trust recognises that appraisal is an important foundation for good people management and an intrinsic part of wider performance improvement. It is an opportunity for managers to build relationships with members of their staff, to develop the individual, to help them see how they fit into the organisation as a whole and to support them to do their job.

- 4.2** The Trust will provide appropriate training for its appraisers as part of the introduction of the policy and will continue to maintain a training provision to ensure our appraisers are appropriately equipped to undertake an appraisal conversation. It is the line manager's responsibility to ensure that any member of staff undertaking appraisals is appropriately trained to do so.
- 4.3** The appraisal is an opportunity to focus on operational, professional and personal objectives, as well as checking that all statutory and mandatory training is up to date. All objectives must be linked into the Trust's Vision, Values, Behaviours and Strategic goals whilst taking into account the responsibilities individual staff have within external bodies e.g. CQC etc. This will give staff a real understanding and focus of how they contribute to the achievement of Trust objectives.
- 4.4** A key outcome of the annual appraisal discussion will be the agreement of a Personal Development Plan (PDP) which will include agreed operational and personal objectives and any development required to enable the individual member of staff to achieve those objectives.
- 4.5** Every member of staff is required to have an up-to-date PDP for the current appraisal year. It is acknowledged that some staff may not have any development identified and this should be reflected in the documentation.
- 4.6** In some areas, a group appraisal is undertaken, in these circumstances individuals will require their own individual PDP.
- 4.7** If an annual review cannot be conducted within the current appraisal year for genuine reasons e.g., long-term sickness absence, maternity leave etc, please advise the Education Informatics Team so that the individual's training record can be amended to reflect this.
- 4.8** Appraisals should be undertaken by a line manager or member of staff that is equivalent in band, but not of a lower band, and can appraise the individual of their duties, performance and development needs for their role.
- 4.9** It is acknowledged that on very rare occasions it may be necessary for a newly appointed manager to undertake an appraisal within the first few months of appointment, in these circumstances the individual will take reasonable measures to gather any relevant information to ensure the appraisal is beneficial for the employee.

## 5.0 Financial Risk Assessment

1	Does the implementation of this policy require any additional Capital resources	No
2	Does the implementation revenue resources of this policy require additional	No
3	Does the implementation of this policy requires additional manpower	No
4	Does the implementation of this policy release any manpower costs through a change in practice	No
5	Are there additional staff training costs associated with implementing this policy which cannot be delivered through current training programmes or allocated training times for staff	No
	Other comments	None

## 6.0 Equality Impact Assessment

An equality analysis has been carried out and it indicates that:

Tick	Options
√	A. There is no impact in relation to Personal Protected Characteristics as defined by the Equality Act 2010.
	B. There is some likely impact as identified in the equality analysis. Examples of issues identified, and the proposed actions include: <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>

## 7.0 Maintenance

This policy will be reviewed in light of changing staff relations legislation. It will be reviewed by the Chief People Officer in partnership with the staff side through the forum of the JNC.

## 8.0 Communication and Training

**8.1** This policy is listed under the policies listing on the intranet page

**8.2** It is acknowledged that for appraisal to work effectively within the Trust all appraisers must be knowledgeable, possess the skills to conduct effective and meaningful Appraisal meetings and understand the purpose of appraisal within the wider concept of performance improvement. In addition, appraisees must understand their role in the process and the importance of how to prepare for appraisal meetings.

**8.3** In order to achieve the above (8.2), appraisal training will be delivered via

eLearning on My Academy. Appraisers must be fully trained before conducting an appraisal, any previous training from another employer will be acknowledged as recognised training.

## 9.0 Audit Process

### 9.1 Annual audits will evaluate this policy

Criterion	Lead	Monitoring method	Frequency	Committee
Fair and consistent application of the policy	Deputy Chief People Officer	Compliance rates of service areas. Key workforce indicators in Executive Workforce report	Monthly	PODC
	HR Manager for Staff survey	Question regarding if an Appraisal has been undertaken in year within Staff survey	Annually	PODC
Quality	Random sample	Quality conversation	2 yearly	ASG

**Part A - Document Control**

<p><b>Policy number and Policy version:</b></p> <p><b>HR 18</b></p> <p><b>Version 9.0</b></p>	<p><b>Policy Title</b></p> <p><b>Appraisal Policy</b></p>	<p><b>Status:</b></p> <p><b>Final</b></p>		<p><b>Author:</b> Head of Corporate Learning Services</p> <p><b>Director Sponsor:</b> Chief People Officer</p>
<p>Version / Amendment History</p>	<p>Version</p>	<p>Date</p>	<p>Author</p>	<p>Reason</p>
	<p>1</p>	<p>Oct 2003</p>	<p>Terms and conditions working group</p>	<p>Original Policy</p>
	<p>2</p>	<p>April 2008</p>	<p>Terms and conditions working group</p>	<p>Review Date</p>
	<p>3</p>	<p>Nov 2011</p>	<p>Terms and conditions working group</p>	<p>Review date also incorporates HR 23 see point 4,5 &amp; 6 below, integration of PCT and KSF policy CQC Outcome 14</p>
	<p>4 (V1 of HR_23)</p>	<p>June 2007</p>	<p>Manager training and education department</p>	<p>HR 23 new KSF policy in line with AFC terms &amp; conditions</p>
	<p>5 (V2 of HR 23)</p>	<p>April 2008</p>	<p>Manager training and education department</p>	<p>Review date</p>
	<p>6 (V3 of HR 23)</p>	<p>Nov 2011</p>	<p>Terms and conditions working group</p>	<p>Review date and merger of KSF policy as a procedural document of the Appraisal policy</p>

	7 (V4 of HR 23)	February 2016	Head of Education & Training	Review date, change KSF to values and behaviour framework
	8	April 2019	Head of Education & Training	Review of HR18 Appraisal policy
	8.1	August 2019	Head of Education & Training	Update made to Attachment 1 - Procedure
	8.2	May 2020	Head of Education and Training	Appendix 1 – update/replacement.
	8.3	July 2020	Head of Education and Training	Appendix 1 – update/replacement.
	8.4	August 2020	Head of Education and Training	Appendix 1 – update/replacement
	8.5	April 2021	Head of Corporate Learning Services	Minor updates.
	8.6	May 2021	Head of Corporate Learning Services	Appendix 1 – update/replacement
	8.7	October 2021	Head of Corporate Learning Services	Appendix 1 – update/replacement
	9.0	April 2022	Head of Corporate Learning Services	Review Date
<b>Intended Recipients:</b> All staff participating in non-medical appraisals				
<b>Consultation Group / Role Titles and Date:</b> Joint Negotiating Committee (JNC), People and Organisation Development Committee (PODC)				
<b>Name and date of Trust level group where reviewed</b>		Trust Policy Group – May 2022		
<b>Name and date of final approval committee</b>		Trust Management Committee – May 2022		
<b>Date of Policy issue</b>		June 2022		

<p><b>Review Date and Frequency</b> (standard review frequency is 3 yearly unless otherwise indicated – see section 3.8.1 of Attachment 1)</p>	<p>May 2025, then every 3 years</p>
<p><b>Training and Dissemination:</b> Education and Training Directorate provide appraisal training around how to conduct an appraisal. Education and Training will provide ongoing news via various forums such as the news updates, Trust intranet etc</p>	
<p><b>Publishing Requirements: Can this document be published on the Trust’s public page:</b> <b>Yes</b> If yes you must ensure that you have read and have fully considered it meets the requirements outlined in sections 1.9, 3.7 and 3.9 of <a href="#">OP01, Governance of Trust-wide Strategy/Policy/Procedure/Guidelines and Local Procedure and Guidelines</a>, as well as considering any redactions that will be required prior to publication.</p>	
<p><b>To be read in conjunction with:</b> Medical and dental staff refer to nationally agreed procedures (<a href="#">HR 46 Medical Appraisal Policy</a>), HR 01 Work Life Balance/Family Friendly (Leave) Policy HR51 Pay Policy Annex 20 from the AfC T&amp;Cs handbook (Development of Professional Roles)</p>	
<p><b>Initial Equality Impact Assessment (all policies):</b> <b>Completed Yes</b> <b>Full Equality Impact assessment (as required):</b> <b>Completed Yes</b> If you require this document in an alternative format e.g., larger print please contact Policy Administrator</p>	
<p><b>Monitoring arrangements and Committee</b></p>	<p>People and Organisation Development Committee (PODC)</p>
<p><b>Document summary/key issues covered.</b> The aim of this policy is to support staff in their personal development and their requirements they have in meeting Continuous Professional Development. The aim of the policy is to ensure Appraisal is conducted in a consistent manner across the Trust. The policy directs managers and staff to guidance and supporting documents relating to the appraisal process for the appropriate staff groups.</p>	
<p><b>Key words for intranet searching purposes</b></p>	<p>Appraisal, Development</p>
<p><b>High Risk Policy?</b> <b>Definition:</b></p> <ul style="list-style-type: none"> <li>• Contains information in the public domain that may present additional risk to the public e.g. contains detailed images of means of strangulation.</li> <li>• References to individually identifiable cases.</li> <li>• References to commercially sensitive or confidential systems.</li> </ul> <p>If a policy is considered to be high risk it will be the responsibility of the author and chief officer sponsor to ensure it is redacted to the requestee.</p>	<p><b>No</b></p>



Part B

**Ratification Assurance Statement**

Name of document:

Name of author: Catherine Lisseman Job Title: Head of Corporate Learning Services

I, Catherine Lisseman the above-named author confirms that:

- The Strategy/Policy/Procedure/Guidelines (please delete) presented for ratification meet all legislative, best practice and other guidance issued and known to me at the time of development of the said document.
- I am not aware of any omissions to the said document, and I will bring to the attention of the Executive Director any information which may affect the validity of the document presented as soon as this becomes known.
- The document meets the requirements as outlined in the document entitled Governance of Trust- wide Strategy/Policy/Procedure/Guidelines and Local Procedure and Guidelines (OP01).
- The document meets the requirements of the NHSLA Risk Management Standards to achieve as a minimum level 2 compliance, where applicable.
- I have undertaken appropriate and thorough consultation on this document, and I have detailed the names of those individuals who responded as part of the consultation within the document. I have also fed back to responders to the consultation on the changes made to the document following consultation.
- I will send the document and signed ratification checklist to the Policy Administrator for publication at my earliest opportunity following ratification.
- I will keep this document under review and ensure that it is reviewed prior to the review date.

Signature of Author:



Date: March 2022

Name of Person Ratifying this document (Chief Officer or Nominee):

Job Title:

Signature:

- I, the named Chief Officer (or their nominee) am responsible for the overall good governance and management of this document including its timely review and updates and confirming a new author should the current post-holder/author change.

To the person approving this document:

Please ensure this page has been completed correctly, then print, sign and email this page only to: The Policy Administrator

## IMPLEMENTATION PLAN

To be completed when submitted to the appropriate committee for consideration/approval

<b>Policy number and policy version</b>	<b>Policy Title</b> HR18 – Appraisal	
<b>Reviewing Group</b>		<b>Date reviewed:</b> March 2022
<b>Implementation lead: Print name and contact details</b>		
<b>Implementation Issue to be considered (add additional issues where necessary)</b>	<b>Action Summary</b>	<b>Action lead / s (Timescale for completion)</b>
Strategy; <b>Consider</b> (if appropriate) 1. Development of a pocket guide of strategy aims for staff 2. Include responsibilities of staff in relation to strategy in pocket guide.	Policy already in place.	
Training; Consider 1. Mandatory training approval process 2. Completion of mandatory training form	Training already available	
Development of Forms, leaflets etc; Consider 1. Any forms developed for use and retention within the clinical record <b>MUST</b> be approved by Health Records Group prior to roll out. 2. Type, quantity required, where they will be kept / accessed/stored when completed	N/A	
Strategy / Policy / Procedure communication; Consider 1. Key communication messages from the policy / procedure, who to and how?	Via My Academy for training and compliance data – already available	
Financial cost implementation Consider Business case development	N/A	
<b>Other specific Policy issues / actions as required e.g., Risks of failure to implement, gaps or barriers to implementation</b>		

# Annual Review & Development Planning

*'Designed to maximise your potential'*

<b>Appraisee Name:</b>	<b>Assignment Number (located on your wage slip)</b>
<b>Job Title:</b>	<b>Department:</b>

<b>Appraiser Name:</b>		
<b>Have you completed your appraisal training</b>	<b>Yes</b>	<b>No Date:</b>
<b>Appraisal Meeting Date:</b>		
<b>Is your personal information in ESR up to date?</b>	<b>Yes</b>	<b>No</b>
<b>Job Title:</b>	<b>Department:</b>	

## User Guidance

**Employee/Appraisee** - Employee / Appraisee - Complete pages 1-5 and send to your appraiser (or provide a hard copy) at least one week in advance of your appraisal. During the appraisal discuss each section with your appraiser and jointly agree a final version of the Appraisal Discussion Grid (Page 5). This will be your Personal Development Plan and objectives for the next 12 months.

**Appraiser** - Prepare for the appraisal meeting by completing pages 1-6 from the perspective of the employee / appraisee and your own thoughts.

If you need additional space for comments and notes please use page 7.

During the appraisal discuss each section with your appraiser and jointly agree a final version of the Appraisal Discussion Grid (Page 5). This will be your appraisee's Personal Development Plan and objectives for the next 12 months.

Complete the online notification via ESR or KITE to record the appraisal date. File a copy of the completed appraisal document in the appraisee's personal file.

The Trust recognises that a better work life balance can improve employee motivation, performance and productivity, and reduce stress

### Flu-Fighter – will you be one? (For completion by the Appraisee)

Ensuring the wellbeing of all of our staff is a priority to the organisation and to do that we commit to providing you with the opportunity to have the flu vaccine.

We have a duty of care to those that we serve and the flu vaccine is the best protection we have to keep you safe from illness and to help protect your colleagues and the patients and visitors you care for.

Please indicate here if you will be having your flu vaccine this year      Yes      NO

**If you choose not to have the flu vaccine, what is the main reason for this?**

.....  
Employee Signature: .....

Appraiser Signature: .....

# Declaration of Interest – Staff

**Appraiser:** Ensure that the appraisee has reviewed the criteria for and identified and declared any items covered by the Conflict of Interest Policy including Gifts, Hospitality and potential/actual conflicts of interest.

Ensure the appraisee has time to access the Conflict of Interest Page on the Intranet (if they are unable to access then please print all relevant information and policies).

Ask about the nature of any potential or actual conflicts declared that might impact on their work role for consideration.

<http://trustnet.xrwh.nhs.uk/working-at-rwt/declarations/declaration-of-interest-staff/>

**Appraisee:** Ensure that you have reviewed the criteria for and identified and declared any items covered by the Conflict of Interest Policy including Gifts, Hospitality and potential/actual conflicts of interest.

Ensure that you have accessed the Conflict of Interest Page on the Intranet (or requested the appropriate pages, policy and information in print).

Inform/share the nature of any potential or actual conflicts declared that might impact on their work role with your Manager for their consideration in respect of any future activity where a conflict may arise.

<http://trustnet.xrwh.nhs.uk/working-at-rwt/declarations/declaration-of-interest-staff/>

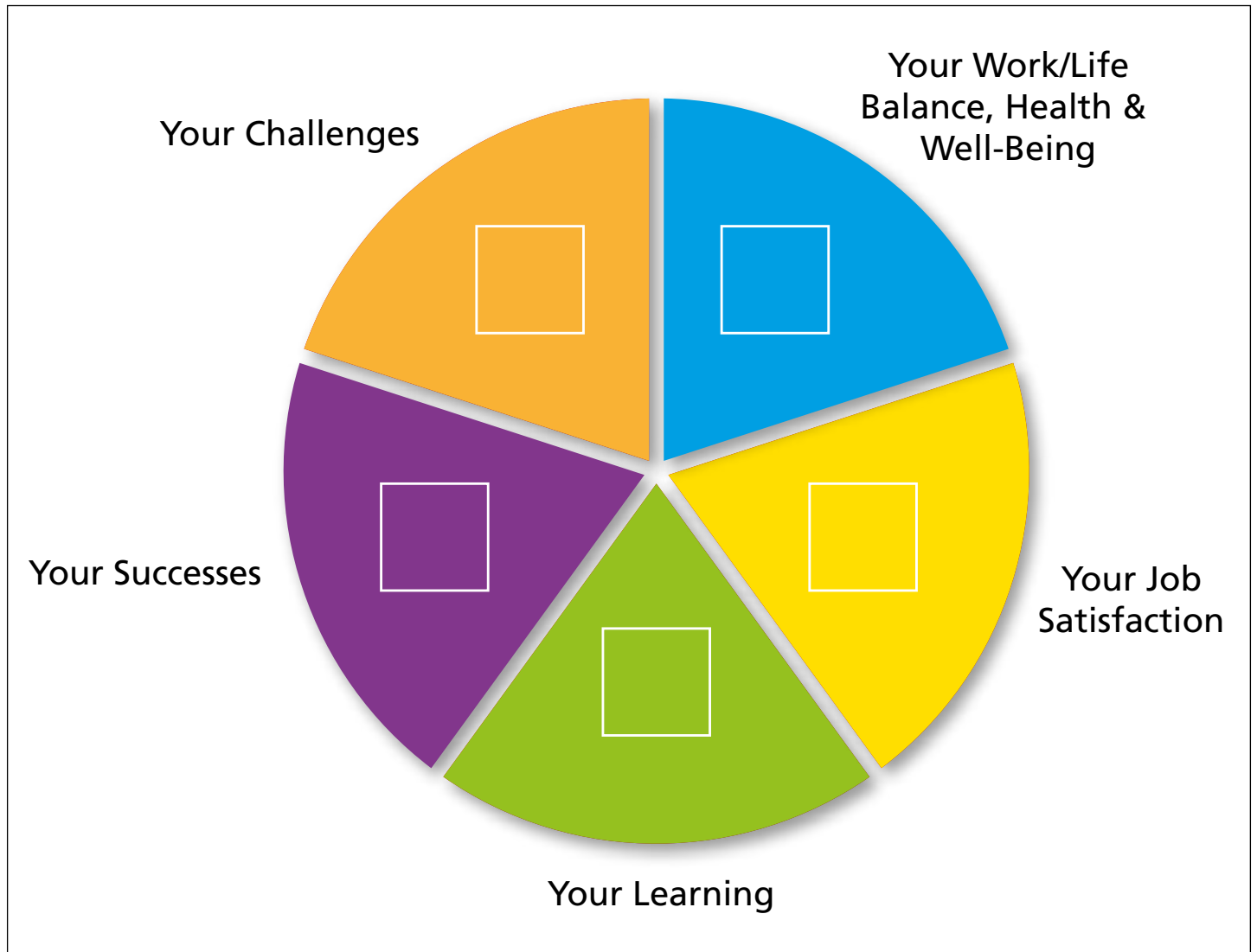
If required, complete the declaration form found at the above link.

# Appraisal Discussion Wheel

## Your Review of the Last 12 Months

In the wheel below, rate each section from 1-6 in terms of your satisfaction in each area:

1 Being very unsatisfied  $\longleftrightarrow$  6 being extremely satisfied



Is your Mandatory Training fully up to date? YES  NO

Please document any gaps and a plan for completion in the Appraisal Notes Section Page 4.

## Appraisee:



Reflecting on the previous 12 months, use some of the prompts on page 8 to document your thoughts and ideas around how to improve items contributing to your discussion wheel, and to influence your discussion grid.

## Appraiser Notes / Comments

# Career Planning Discussion

**Appraisee:** Using the grid below self identify where you feel you currently fit

**Appraiser:** Following the career planning discussion, agree and enter the performance/potential reference number from the grid below

 <b>Performance</b>	<p><b>Valued Specialist</b>  <i>Exceeds or Far Exceeds Performance Expectations</i>                      Capable of assuming a new role at the same level of complexity                      Highly competent in current role                      Role model in their current function.</p> <p style="text-align: right;"><b>4</b></p>	<p><b>Emerging Potential</b>  <i>Exceeds or Far Exceeds Performance Expectations</i>                      Capable of growing into a more complex role within the same level  <i>This person could advance to the next layer</i>                      Highly competent in current role                      Role model in their current position</p> <p style="text-align: right;"><b>7</b></p>	<p><b>Top Talent</b>  <i>Exceeds or Far Exceeds Performance Expectations</i>                      Potential to grow into a role with much broader responsibility and complexity  <i>This person could advance into a role one layer above their current position within a 0-2 year time frame and possibly a second move within a 3-5 year time frame</i>                      Highly competent in current role                      Role model in their current position</p> <p style="text-align: right;"><b>9</b></p>
	<p><b>Emerging Specialist</b>                      Meets Performance Expectations                      Capable of assuming positions at the same level of complexity                      Competent in current role                      Steady performer within functional area or current level of responsibility</p> <p style="text-align: right;"><b>2</b></p>	<p><b>Solid Contributor</b>                      Meets Performance Expectations                      Capable of growing into a more complex role within the same level  <i>This person could advance to the next layer</i>                      Competent in current role                      Core of the business, consistent performance results</p> <p style="text-align: right;"><b>5</b></p>	<p><b>Rising Star</b>                      Meets Performance Expectations                      Potential to grow into a role with much broader responsibilities  <i>This person could advance into a role at least one layer above their current position</i>                      Competent in current role                      Core of the business, consistent performance results</p> <p style="text-align: right;"><b>8</b></p>
	<p><b>Underperformer</b>  <i>Below Performance Expectations</i>                      Lacks competence in current role                      If no improvement is displayed after development, exiting the organisation may be appropriate</p> <p style="text-align: right;"><b>1</b></p>	<p><b>Inconsistent Performance</b>  <i>Below Performance Expectations</i>                      Inconsistent or disappointing performance in relation to potential exhibited                      Lacks competence in current role                      May still be new to position but doesn't seem to be adapting as well as anticipated                      Improved performance is necessary before advancement expected</p> <p style="text-align: right;"><b>3</b></p>	<p><b>New to Role</b>                      Too early to assess performance and/or competence                      Likely an individual who is adapting to a new role (not just new to company)                      Perceived to be able to take on greater responsibilities/roles once performance is demonstrated                      Anticipate successful results once this person matures in their new role</p> <p style="text-align: right;"><b>6</b></p>
 <b>Potential</b>			

Thinking about your career aspirations beyond the next 12 months, is there any other development that you would like to undertake to prepare you for your future career at RWT?

<p style="text-align: center;">Knowledge &amp; Skills</p>	<p style="text-align: center;">Development Plan</p>
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# Appraisal Discussion Grid

## Action Plan for the Next 12 Months

### Objectives

Expectations of next 12 months

Key priorities over next 12 months

### Personal Development Plan

Knowledge & Skills required

Development Plan



## Flexible Working

Proactive discussion of the ways in which flexible working might help employees achieve a work life balance and address other concerns / priorities is encouraged to create a culture where flexible working is not seen as an exceptional circumstance.

It is important that all employees know that their requests for flexible working, whether short term or long term, are given due consideration and that wherever possible these should be granted, providing the needs and objectives of the organisation can be met.

Please indicate here that the line manager has confirmed to the staff member that they support and encourage open conversations about flexible working at any point in time.

Yes      No

Did the staff member take the opportunity to have a conversation about flexible working during the appraisal meeting? -

Yes      No

## Additional notes:

**Some of the following reflective questions may be useful when discussing sections of the appraisal discussion wheel:**

- How do you demonstrate the Trust values and leadership behaviours in this section of the wheel?
- What has been of value to you?
- What might help you score yourself more highly in this section of the wheel?
- How is this section of the wheel reflected in your work context?
- Where would you like to be with this section of the wheel in 6 months/this time next year?
- What support would you like from your line manager/colleagues to help you further develop this section of the wheel?
- How will you seek ongoing feedback in relation to this section of the wheel?
- What resource might you need to better develop this section of the wheel?
- What development needs do you have in relation to this section of the wheel?
- How do you plan your professional learning to enable you to develop in these areas?
- What support would you require to meet those needs?
- In what ways do you engage with professional literature, theory, research and policy to challenge and inform your thinking and practice?
- As you develop accomplishment and expertise in specific area how do you share this with colleagues and lead developments within and beyond RWH?

**NB.** Professional registrants may wish to log their appraisal as a “Reflective Discussion” for revalidation purposes

## Development toolkit

Tool	Objective	Contact or Source
Trust Vision and Values	Strategic objectives of the organisation	
People Performance Toolkit	Comprehensive guidance from NHS Employers on how to get the best from the appraisal discussion	
Training	Enhance skills and knowledge and promote leadership behaviours and Trust values	Education and training ext 88224 KITE  Training bulletin – circulated by email to all users
Coaching & Mentoring	Professional development – particularly useful for career planning or development around a specific issue/barrier	Complete Referral Form Development Referral form. <b>Go to Page 10</b>
Shadowing	To gain a taster / experience in a field of interest	
360° appraisal tool	Holistic review of individual by nominated colleagues (can be used by the appraiser and/or appraisee)	360° appraisal tool <b>Go to page 11</b>
Appraisal completion form	To completed by manager and returned to the OLM Training database or logged directly onto the Appraisee's ESR Record	
Leadership Development	In readiness for the next step in your career	NHS Leadership Academy

NB: This list is not exhaustive; please speak with any member of the Education team for more advice and guidance on ext 88224.

# Coaching/Mentoring Referral Form

Please complete the form and return to: [rwh-tr.coachingandmentoring@nhs.net](mailto:rwh-tr.coachingandmentoring@nhs.net)

Personal Details	
Date	
Name	
E-mail	
Telephone / Ext	
Department	

If you are self-referring does your manager know?                      Yes                      No

Are you a manager referring a member of your team?                      Yes                      No

To enable us to match your requirements with the most appropriate coach/mentor, please provide a brief description for the referral.

# Course Title: Health Care Leadership Model – 360° Feedback

## Who can attend:

Staff who are in or aspiring to be in management and leadership roles

## Content:

The model is made up of nine NHS leadership dimensions, which you can explore in your own time, at your own pace. You'll find brief descriptions of each dimension – why it is important and 'what it is not' – so that you can fully understand it in relation to your role.

## Underpinning Framework:

NHS Leadership Nine Dimensions

<https://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/>

## Learning Outcomes:

Greater understanding of where your current skills and experiences are at their most useful.

An action plan to work on areas in need of development

## Learning Methods:

Undertake an on-line assessment in which your answers are underpinned by those people you choose to rate you.

Formal 1:1 feedback with an accredited facilitator who will take you through your individual report and next steps.

## Pre/Post Course Requirements:

Online assessment

## Required Reading

None

## Tutor Requirements

To be an accredited facilitator of the model.

## Contact and non-contact hours

Non-contact 1-2 hours

Contact hours 2 hours

## Level(s) and methods of course evaluation

<b>1. Reaction</b>		Check-ins
<b>2. Learning</b>		Short Course Evaluation Sheet
<b>3. Behaviour</b>		Post-impact Evaluation
<b>4. Results</b>		Staff Survey / Trust Interventions

## Costs

A self assessment is free and does not require formal feedback. However this is advised. The 360° option does incur a cost to the organisation.

## Booking information

Booking Contact: 01902 307999 ext 88224

Email: [rwh-tr.coachingandmentoring@nhs.net](mailto:rwh-tr.coachingandmentoring@nhs.net)

## Details of courses available

Please contact the team on the above email to make an enquiry