

**PUBLIC**

<p><b>PAPER</b> <b>BOD 62/2011</b> (Agenda Item 6)</p>
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**Report to the Meeting of the  
Oxford Health NHS Foundation Trust  
Board of Directors**

**27 April 2011**

**Personal Development Review (Appraisal) - Briefing**

**For: Information**

Following concerns raised at the March 2011 Board meeting, the attached briefing is provided to outline actions being taken to address the Trust's performance on PDRs.

**Recommendation**

The Board is being asked to note this actions outlined in the briefing.

**Author and Title: Graeme Armitage, Director of HR/OD**

**Lead Executive Director: Graeme Armitage, Director of HR/OD**

- 1. A risk assessment has been undertaken around the legal issues that this paper presents and there are no issues that need to be referred to the Trust Solicitors.*
- 2. This paper provides assurance and evidence against the Care Quality Commission*

**Personal Development Review (Appraisal) – Briefing April 2011**

**1. Introduction**

At the Board in March 2011, concern was expressed at the deterioration in performance within the Trust on the percentage of staff having a current PDR appraisal. The decline has been noticeable in that for the last 3 months the trend has been down from 83% to 74% being reported at the last Board meeting. This being the case, the Board requested a briefing on the probable causes of the downturn and the actions being put in place to ensure that this is addressed as soon as possible. Outlined in the paragraphs below are the main issues affecting current performance and the actions being taken.

**2. Factors impacting on PDR Performance**

The following are the main causes for the current poor PDR performance:

- Integration with CHO taking resources away from normal day to day activities
- Lack of focus from managers on the importance of undertaking PDR's
- The PDR process being overly complex
- Reporting arrangements in some areas preventing managers being able to carry out PDRs effectively

**3. Management actions taken to address the difficulties raised in section 2**

- i) Integration with CHO is now complete from a transaction point of view. 3 of the 4 Divisional Directors have been appointed and part of their role will be to raise overall performance. The Director of Strategy is developing a revised performance framework which will include a review of HR KPI's. This will provide an opportunity to put emphasis on appraisals across directorates.
- ii) Despite monthly reminders to managers on the performance in their area(s) of responsibility, there is a lack of focus currently on the importance of annual appraisal. The Executive have made this a priority until performance is back on track and as such will receive from the Director of HR/OD regular updates on progress.
- iii) The current PDR process is time consuming and therefore a little while ago a review group was set up to address this. The new process is now in final draft and will be fast tracked through the HR QUIC in April 2011 (attached for your information). Implementation will follow shortly after.

- iv) The number of direct reports in some areas means, for some managers, that the amount of time they spend on appraisal is too burdensome. The new process allows for nominated reviewers to undertake some of the appraisals on behalf of their manager. This will be largely for the interim, as it will be a requirement of the revised divisional and directorate structures, that reporting lines are manageable in light of the scope of work expected.
  
- v) In the short term, the Head of Learning and Development has been tasked with meeting the Divisional Director by the end of April to reinforce the need to address the current performance, understand if there are any particular difficulties not yet picked up and to go through the new appraisal process. In addition HR Advisers have also been tasked with raising the concern at divisional meetings.

## Next Steps

The actions outlined in this briefing will ensure that appraisal performance improves back towards the Trust's target of 85%. Thereafter it will be expected that this is then sustained in the long term. The Director of HR/OD will ensure appropriate monitoring is in place and that the Board receives appropriate assurance.

***NB: Embedded in this briefing are the following:***

- PDR Key Principles
- Revised Policy documents

