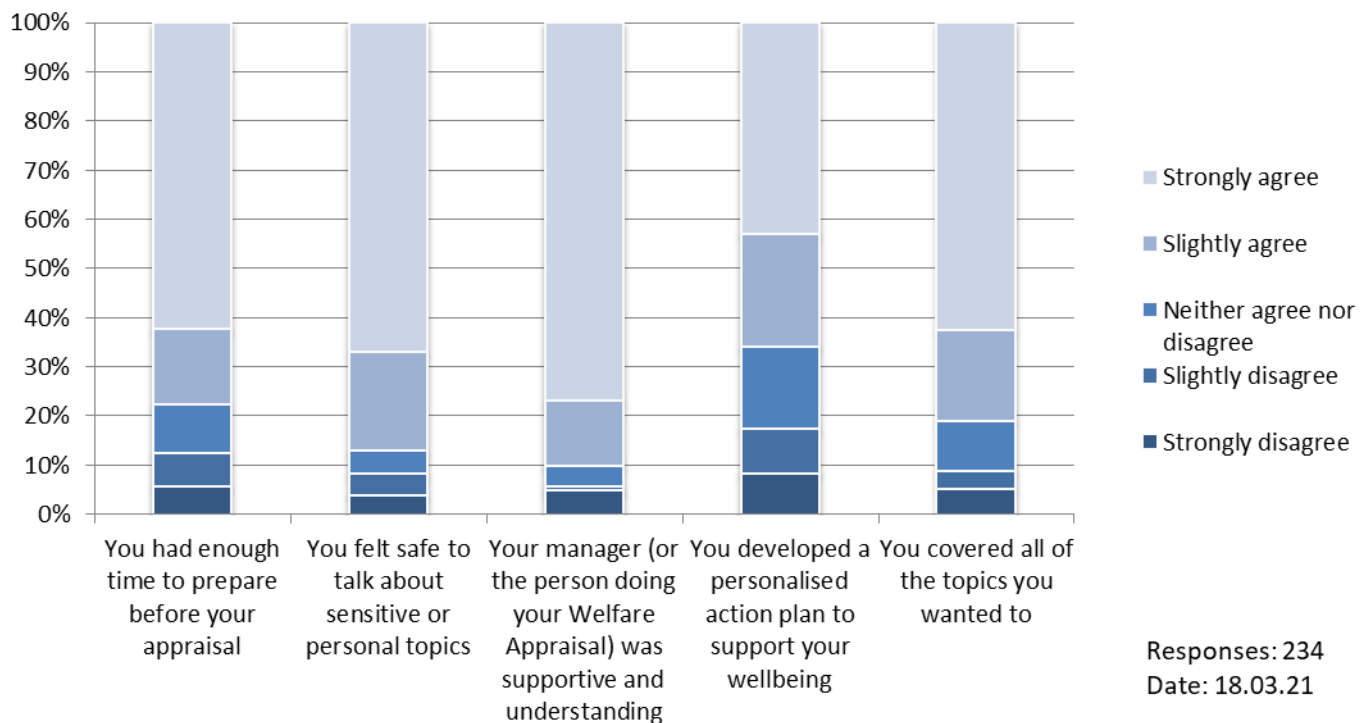


MARCH 2021: KEY LEARNINGS FROM APPRAISEE SURVEY TO DATE

- The Trust has collected feedback on Welfare Appraisals from over 200 appraisees since we launched the new format in 2020. Key findings and learnings are outlined below.

‘Thinking about your Welfare Appraisal, please rate how far you agree that:’



Learning 1: Aim to set aside protected time for staff members to prepare before their appraisal so they can get the most from the conversation.

- Almost 80% of appraisees agreed they had enough time to prepare; a number need more time.*
- Managers can support staff to prepare by making sure they see the paperwork in advance, have dedicated time to read the guidance and the appraisal form, consider the checklist of suggested topics, and choose their priority areas.

Learning 2: The discussion is designed be led by the staff member’s priority topics.

- 90% of appraisees agreed that their managers were supportive and understanding in the Welfare Appraisal. 87% felt able to talk about sensitive, personal topics.*
- Over 80% of appraisees agreed that they covered all the topics they wanted to; the rest either didn’t cover their topics or were unsure.*
- The first question in the appraisal asks the staff member what *their* priority topics are. Try to note down the topics and make sure they are covered during the conversation.

- A number of appraisees said that they felt rushed. Managers are encouraged to set aside at least 45 minutes for a Welfare Appraisal.
- Some staff reported that they would like more feedback on their performance. Where this is the case managers can arrange a separate meeting. We discourage you from combining Welfare Appraisals with other discussions about ongoing work or objectives.

Learning 3: Make sure to agree personalised actions to support wellbeing and note the plan on the form.

- *Only 63% of staff agreed that they developed a personalised action plans in their Welfare Appraisal.*
- The purpose of the Welfare Appraisal is to have an open conversation in order to create a personalised action plan. In your discussion make sure to consider relevant actions to maintain or improve wellbeing. These could be things already in place alongside suggested changes.
- These actions form a personalised action plan and can be recorded on the form.

WELFARE APPRAISAL GUIDANCE

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1.0 Principles

- The purpose of this document is to provide employees and managers with guidance on the application and management of the Welfare Appraisal.
- Usually, pay progression or annually earned pay points are linked to appraisal of personal objectives. Due to the exceptional circumstances of COVID-19, it is not appropriate to conduct a formal review of last year's objectives. In recognition of this, pay progression or annually earned pay points will only be deferred/ removed in exceptional circumstances, such as when a member of staff is on a formal stage of the Trust's Capability or Disciplinary policy. Aside from staff in these exceptional circumstances, any staff member who is due for pay progression or annually earned pay points will receive them.
- The new Welfare Appraisal focuses on good quality conversations and ensuring staff have the support they need to maintain their wellbeing and perform their roles over the coming months. The Welfare Appraisal will be reviewed after one year.
- The Welfare Appraisal conversation is designed to encourage open, honest and frank conversations, leading to agreed actions that support staff wellbeing.
- For the employee, the key question is "How can I give my best to patient care – by looking after my health, my work-life balance, feeling safe and supported at work?"
- For the manager, the key question is "How can I, our team and the hospital, support you: your health, your work-life balance, feeling safe and supported at work, so you can give your best to patient care?"

2.0 Overview

- To support appraisal conversations flexibly, the form is provided in the form of a Word document which can be completed electronically or by hand.
- The form has six broad headings; reflections on the last few months, health, wellbeing and community, work arrangements, achievements learning and development, closing reflections.
- Each heading has a series of questions to ask and discuss in detail.

- Document key comments and agree an action plan for each heading. The action plan includes steps that the staff member, manager, and team can take to support the staff member's wellbeing at work. You can include things you already do that are working well. You can also include suggested changes and actions.
- At the end of the Welfare Appraisal, the manager and employee make sure to agree that the notes are a true reflection of the discussion and both commit to the actions agreed.
- Managers must record the Welfare Appraisal in the normal way.
- Set aside approximately 45 mins for each Welfare Appraisal.
- After each appraisal, we will be in touch with the member of staff separately to ask them to complete an anonymous evaluation to help us develop the appraisal format.

3.0 Preparation for the Appraisee

Before the appraisal, take time to read this guidance as well as the form and consider your thoughts / responses to each question.

There is a checklist at the end of this guidance that you can use to mark priority topics that you want to cover with your manager. It is up to you what you choose to share. Make a note of the important areas for discussion and add your own topics that are not on the list. Your appraiser will ask you what your priority topics are at the beginning of the discussion and will make sure they are covered during the conversation.

Opening: What are the priority topics for you to discuss in this Welfare Appraisal?

Think about what is important to you to discuss during your Welfare Appraisal. This will be unique to you based on your own experiences during the Covid pandemic. It may be work related or personal.

Work related could include; Impact on working relationships, impact on stress levels, change in working environment, change in volume and type of work.

Personal related could include; impact on family / friend relationships, financial hardship, domestic abuse, mental ill-health.

1. Reflections

- a) How have the last few months/year been for you?**
- b) What have we done well as a team – what do you want us to continue?**
- c) What has been more difficult – what do you want us to change?**

Think about your reflections over the last 6 months from a workplace perspective. We have changed a lot about how we work during the pandemic. What has gone well? What do we need to do more of? What hasn't gone well? What do we need to do differently? There are no right

or wrong answers. We want to know your honest thoughts in order to make positive changes and keep doing what is working well for you.

2. Your health, wellbeing and community

- a) How has Covid-19 affected you? And those you care for (family, community)?
- b) How have you coped with the pressures and demands of working during the pandemic – has it felt manageable?
- c) What helps you to stay well overall? And at work?
- d) How can we (manager, team) support you? E.g. Carer's Passport; Health Passport.

Covid-19 made a huge demand on us personally and professionally. In many cases inequalities have widened. You may face specific pressures due to your background or community (especially if you are black, Asian, or minority ethnic, disabled, or have caring responsibilities). Think about how Covid has affected you and your family. What is different now compared to 12 months ago in relation to your health and wellbeing? The demands can vary considerably from disruption to routine life to loss of a loved one. What would help you to feel better in yourself and in the workplace?

3. Work arrangements

- a) Is your working pattern (location/ schedule/ flexibility) enabling you to work well and achieve a healthy work/life balance?
- b) Do you feel safe at work?
- c) Do you feel connected to your manager and team?
- d) Are you taking regular rest breaks, Annual Leave, 'down time' away from work?

Covid-19 changed how we function in and out of work. For example, school times have varied, availability of doctors' appointments have become more restrictive and caring needs have increased for some people. With this in mind, could we make changes to the way you carry out your work in order to make it easier for you? Think about ways in which you could adapt your work commitments to support your commitments outside of work.

Despite instilling best practice across all of our hospitals from an infection prevention control perspective, is there anything you can think of that will help you to feel safer in the workplace?

Has Covid-19 impacted on your relationship with your manager? Is your manager accessible? Have they been supportive towards you? What about your colleagues, do you feel that it has brought you closer as a team or do you feel more isolated?

4. Your achievements, learning & development

- a) What are you proud of achieving over the last period (e.g. contributions to Trust Values, Patient First, True North, personal objectives)? *Manager reflect on achievements and thank staff member.*
- b) What parts of your role have been challenging?
- c) What are your priorities for the next period, and how do they fit with department/divisional/ Trust priorities?
- d) How can we support your personal learning, development, and career?

Think about what has gone well over the last 12 months. What are you most proud of and how does that relate to the Trust values? Despite Covid-19 have you been able to achieve some or all

of your objectives? What has prevented you from achieving your objectives and how can we adapt things to help you achieve your personal goals?

What do you want to achieve over the next 12 months? Has Covid-19 changed how you see your future career? How can we help you to get to where you want to be? Are there factors that encourage you to stay at our Trust?

5. Closing reflections?

- a) Are there other adjustments that could improve your wellbeing at work?
- b) Is there anything we can do to make you feel more involved/ engaged?
- c) Have we covered your priority topics shared at the start; are there parts you want to re-visit?
- d) Manager closing reflections & thanking staff member

This is an opportunity to talk about anything else important to you that hasn't been covered in the sections above. What will help ease pressure on your work and / or home life? How can this be achieved? What will help you to feel more engaged within the workplace?

Closing: Review the Staff or Manager Actions noted on this Welfare Appraisal form; is the appraisee in agreement?

Reflect on what has been said, what has been recorded and what actions have been agreed. Do you agree with it? Do you want to revisit any aspect of the discussion? Do you want to change any of the comments / actions? At this point you need to be comfortable with what has been recorded and agreed. By agreeing to the content of the discussion you and your manager are committing to fulfilling the actions.

The following could help you prepare for the Welfare Appraisal:

- Covid-19 Individual Risk Assessment.
- Checklist of example priority topics for an appraisal, at the end of this document.
- Health Passport: If you have a disability, long term health condition, mental health issue or learning disability / difficulty, a Health Passport helps you to record information about your condition and support needs.
- Individual Stress Assessment: this is a tool to help you think about your wellbeing at work.
- Skills Builder Universal Framework: staff at Band 1-4 aim to complete the skills builder to support their appraisal discussion. (BSUH only)
- Consider and evidence any verbal or written feedback.

4.0 Preparation for the Appraiser

- Consider the topics and how you will approach them – especially in the new format of a 1:1 via MS Teams. How will you create ‘safe space’ for staff to share very personal information – without the benefits of an in-person meeting?
- Book the meeting and give the Appraisee plenty of notice in order for them to prepare for the meeting.
- Think about the feedback you want to offer – and feedback you would find helpful (in your own development).
- Remember that any discussion about staff wellbeing needs to:
 - be felt as supportive
 - recognise the diversity of our staff and that everyone has different pressures (particularly during Covid-19)
 - respect staff’s privacy while making it safe to discuss practical issues
 - two-way, encouraging the Appraisee to do most of the talking.
- Think about your own support needs and talk to your line manager about this before holding a Welfare Appraisal.

Opening: What are the priority topics for you to discuss in this Welfare Appraisal?

The appraisee has been given a checklist (found at the end of this guidance) to mark priority topics they want to discuss with you. This will be unique to them based on their own experiences during the Covid pandemic. It may be work related or personal.

At the start of the appraisal, find out what the appraisee has marked as priority topics. Make sure these are covered during the conversation.

1. Reflections

- d) How have the last few months/year been for you?**
- e) What have we done well as a team – what do you want us to continue?**
- f) What has been more difficult – what do you want us to change?**

In the context of Covid-19, how has the last few months been and what are your reflections on how the appraisee has managed during this time? What are your observations in relation to their performance and resilience? Reflect on the individual and the team, what has gone well? What can we do differently?

2. Your health, wellbeing and community

- a) How has Covid-19 affected you? And those you care for (family, community)?**
- b) How have you coped with the pressures and demands of working during the pandemic – has it felt manageable?**
- c) What helps you to stay well overall? And at work?**
- d) How can we (manager, team) support you? E.g. Carer’s Passport; Health Passport.**

Consider how Covid-19 has impacted on the appraisee from all aspects; personally i.e own health, family ill-health, community, background, and professionally. Pay attention to specific issues faced by black, Asian and minority ethnic staff, disabled staff, staff with caring responsibilities. Explore how they feel about working at our Trust during the pandemic and try to understand what has been particularly difficult and why. Discuss what helps to promote positive wellbeing and what support they need from you or the wider Trust to instil wellness.

3. Work arrangements

- a) Is your working pattern (location/ schedule/ flexibility) enabling you to work well and achieve a healthy work/life balance?**
- b) Do you feel safe at work?**
- c) Do you feel connected to your manager and team?**
- d) Are you taking regular rest breaks, Annual Leave, 'down time' away from work?**

Covid-19 has enforced and encouraged new ways of working. Discuss current work patterns and consider if they enable the appraisee to carry out their role effectively and if they are supportive of their commitments outside of work.

Working in a hospital environment during a pandemic can feel unsettling for some people; discuss how this has impacted on the appraisee and how to reduce the impact going forward.

What impact has the pandemic had on their relationship with you? Do they feel more or less connected to you? Has there been sufficient opportunity to take regular time away from the workplace? Have they been able to enjoy time away from work similar to previous years? If not, what has been the barrier and what can be done to overcome that barrier?

4. Your achievements, learning & development

- a) What are you proud of achieving over the last period (e.g. contributions to Trust Values, Patient First, True North, personal objectives)?**
Manager reflect on achievements and thank staff member.
- b) What parts of your role have been challenging?**
- c) What are your priorities for the next period, and how do they fit with department/ divisional/ Trust priorities?**
- d) How can we support your personal learning, development, and career?**

Ask the appraisee what they are proud to have achieved over the last 12 months and how it relates to the Trust values. As the appraiser you need to reflect on their achievements and highlight them during the discussion. It's really important to celebrate specific successes and thank the staff member for their contributions to the Trust where appropriate. Understand what the challenges have been and if they still exist what can be done to overcome them in the future.

Talk about the appraisee's aspirations and priorities over the next 12 months and discuss how they fit in with the department / divisional and Trust priorities. Explore all opportunities to support the appraisee to achieve their goals i.e. training, coaching, mentoring. Find out if there are factors that might push them to leave the Trust, or that encourage them to stay.

5. Closing reflections

- a) Are there other adjustments that could improve your wellbeing at work?**
- b) Is there anything we can do to make you feel more involved/ engaged?**

c) Have we covered your priority topics shared at the start; are there parts you want to re-visit?

d) Manager closing reflections & thanking staff member

Explore all avenues to support wellbeing at work and make reference to the health and wellbeing initiatives available within the Trust. What will help the appraisee to feel more engaged within the team, department and Trust?

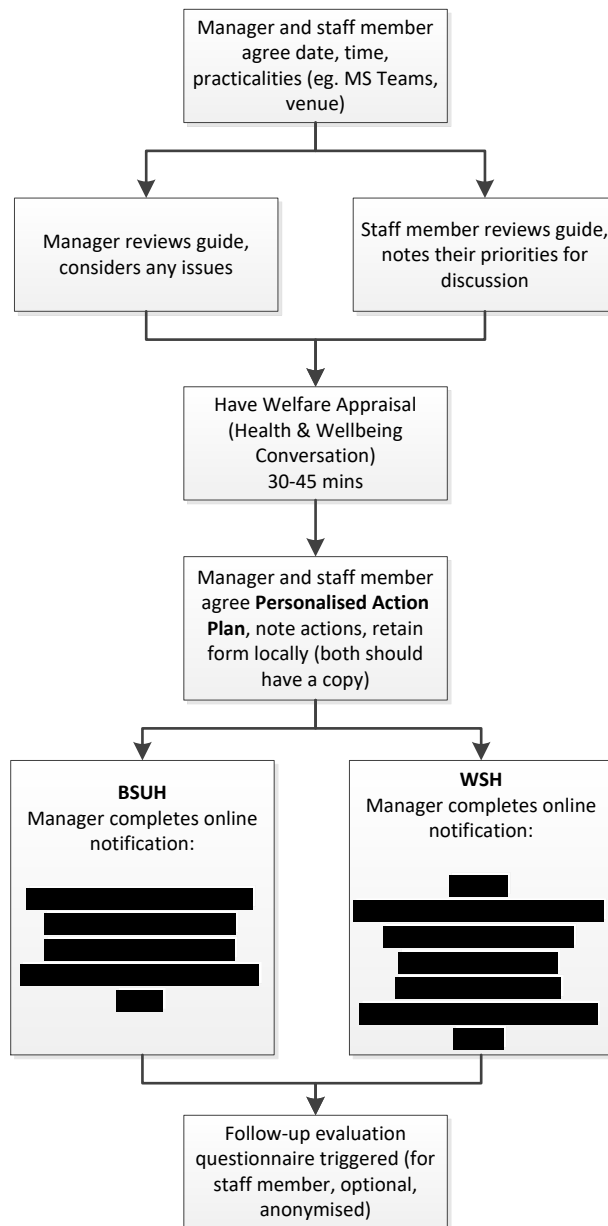
Re-visit the appraisee's priority topics shared at the start of the conversation, and follow up on any issues that you didn't get to during the discussion.

Share your own thoughts on how the appraisee has performed and conducted themselves during the pandemic. Make sure you show thanks and genuine appreciation for their contributions. Their work can be celebrated in all aspects (e.g. supporting their team, demonstrating Trust values, delivering best patient care).

Closing: Review Staff / Manager Action Plan noted on this form – is the appraisee in agreement?

Reflect on what has been said, what has been recorded and what actions have been agreed. Do you agree and the appraisee agree with the plan? At this point you need to be comfortable with what has been recorded and agreed. By agreeing to the content of the discussion you and the appraisee are committing to fulfilling the actions.

5.0 Process for completing and recording a Welfare Appraisal



6.0 Appraiser checklist of example priority topics

Topics	Priority?
Health, Wellbeing & Community	
Black Lives Matter movements	<input type="checkbox"/>
Burnout	<input type="checkbox"/>
Caring (including childcare)	<input type="checkbox"/>
Community	<input type="checkbox"/>
Disabilities	<input type="checkbox"/>
Domestic abuse	<input type="checkbox"/>
Family life	<input type="checkbox"/>
Finances	<input type="checkbox"/>
Home environment	<input type="checkbox"/>
Housing security	<input type="checkbox"/>
Medical care	<input type="checkbox"/>
Mental health	<input type="checkbox"/>
Physical activity	<input type="checkbox"/>
Physical health	<input type="checkbox"/>
Race / ethnicity	<input type="checkbox"/>
Social care	<input type="checkbox"/>
Support services	<input type="checkbox"/>
Work Arrangements	
Additional hours/ overtime	<input type="checkbox"/>
Breaks and leave	<input type="checkbox"/>
Bullying	<input type="checkbox"/>
Conflict at work	<input type="checkbox"/>
Connection to colleagues	<input type="checkbox"/>
Connection to manager	<input type="checkbox"/>
External employment	<input type="checkbox"/>
Flexible working	<input type="checkbox"/>
Harassment / discrimination	<input type="checkbox"/>

Home working	<input type="checkbox"/>
Isolation	<input type="checkbox"/>
Morale	<input type="checkbox"/>
Musculoskeletal health	<input type="checkbox"/>
PPE	<input type="checkbox"/>
Reasonable adjustments	<input type="checkbox"/>
Rotas	<input type="checkbox"/>
Shielding	<input type="checkbox"/>
Stress	<input type="checkbox"/>
Time pressures	<input type="checkbox"/>
Transport	<input type="checkbox"/>
Workload	<input type="checkbox"/>
Work relationships	<input type="checkbox"/>
Achievements, Learning, Development	
Achievements	<input type="checkbox"/>
Career planning	<input type="checkbox"/>
Challenges	<input type="checkbox"/>
Mid-career planning	<input type="checkbox"/>
Personal development	<input type="checkbox"/>
Priorities / objectives	<input type="checkbox"/>
Recognition and feedback	<input type="checkbox"/>
Retire-and-return	<input type="checkbox"/>
Skills development	<input type="checkbox"/>
Add your own topics below	
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>