

Appraisal Process for Council Members

Executive Director	Sarah Keyes. Executive Director, Organisational Development.
Author(s)	Lucy Chatwin, Head of People Services
Type of business	For decision
Issue	This paper sets out the proposed appraisal process for Council members
Recommendation	The Council is asked to approve the appraisal process for Council members

1. Introduction and Background

- 1.1 Following the Council and Committee effectiveness review 2019 undertaken by Deloitte, the People Services team undertook to review the current Council appraisal process.
- 1.2 It is proposed that the process is streamlined, with a clearer focus on self-reflection and targeted feedback to identify areas which can be developed and strengthened over the coming year to ensure that Council continues to operate effectively.
- 1.3 The process was discussed at the Remuneration and Nomination Committee on 21 July 2020 and, subject to some minor amendments, was recommended for approval by the Council.
- 1.4 The Council is asked to approve the new appraisal process for Council Members.

2. The process

- 2.1 The current appraisal process is based on individual performance in the role, rather than focussing on the performance of the Council as a whole. The process consists of three parts:
 - **Self-reflection** – a form is completed by the Council member being appraised.
 - **Feedback from others** – this currently includes:
 - The Chair of one Committee upon which they sit
 - One other Council member, who is not a Committee Chair
 - The Chief Executive, who provides feedback on all Committee Chairs
 - The Lead Executive Director for the Committee to which they are attached to provide feedback for Committee members
 - EMT which, as a collective, will provide feedback for each Council Member
 - **A conversation** - with the appraiser.
- 2.2 It is still proposed that the appraisal process will follow the above principles and be in three parts however the main change is to streamline the process where possible.
- 2.3 The self-reflection process will be completed by the Council member being appraised and documented on the appraisal form (**Appendix A**).

- 2.4 One of the main changes is that the form has been simplified to support the conversation to cover four key areas:
- **Contribution** – this allows the member to undertake self-reflection on what they have achieved, their successes and how their relationships with others positively impact on the effective running of the Council.
 - **Leadership, Values, Equality and Diversity** – this gives the opportunity to consider how the member has demonstrated leadership behaviours, GDC values, EDI and how they have recognised the principles of public life.
 - **Learning and Development** – this allows the conversation to focus on what skills and competence they have required over the past 12 months together with a future look at what development they feel they need, how well they understand the role of the Council and Executive together with future aspirations.
 - **Feedback from the Appraiser** – this provides the appraiser the opportunity to summarise the conversation.
- 2.5 In order to streamline the process further, it is proposed that the Governance team will request feedback as follows:
- For Committee Chairs, feedback will be sought from:
 - the Chief Executive
 - the Lead Executive Director for the Committee to which they are attached –
 - For Council Members, feedback will be sought from:
 - the Chair of one Committee upon which they sit – *as decided by the Lead Executive Director for the Committee*
 - the Lead Executive Director for the Committee to which they are attached to provide feedback on behalf of Committee members
- 2.6 Whilst this removes the formal step of peer feedback, Council members may wish to have informal conversations with their peers. Any insights received can be brought to the appraisal conversation. Council Members have the option of sending their feedback directly to the Governance team, should they wish to provide specific feedback on their Committee colleagues. The Chief Executive will be able to raise issues relating to Council members to the Chair of Council verbally or in writing, if necessary, but will not normally provide individual feedback.
- 2.7 As with the current process, the appraisal conversation will take place with the Chair of the Council.
- 2.8 The Governance team will organise a suitable date and time for the appraisal conversation to take place and will send the Council member the appraisal form (**Appendix 1**) to return at least two weeks prior to the appraisal conversation, for review by the appraiser.
- 2.9 The Governance team will request feedback, as detailed in section 2.5, and this will be given to the appraiser in advance of the conversation. The Remuneration and Nomination Committee considered how best to approach the quality conversation and recommended the use of the following questions as used in the current process:
- What strengths has the member used this year?
 - What strengths might have been overplayed and what was the impact this had on their role and/or in their Council and Committee work?

- What areas of development do you feel the member needs to work on over the next 12 months?
- What skills gap do you think the member needs support to address over the next 12 months?

2.10 Once the appraisal conversation has taken place, the form should be returned to the Governance team for retention on the electronic personal file.

3. Equality, diversity and privacy considerations

3.1 The appraisal process has not significantly changed and does not negatively impact on people with particular protected characteristics. It can be made available in a larger or different format should this be required.

3.2 Council members are asked to comment on how they have shown a commitment to equality, diversity and inclusion. It is envisaged that this will form an integral part of the appraisal conversation.

4. Development, consultation and decision trail

4.1 Appraisal processes upon which this process has been based were approved by Remuneration Committee in September 2019 and the Council in December 2019 and involved discussions with key stakeholders. The Remuneration and Nomination Committee reviewed and recommended this streamlined process at its meeting in July 2020.

4.2 The Executive Director, Organisational Development has consulted with the Chair of Council regarding the appraisal process. There is agreement that that the process should be simplified and streamlined. The process being presented within this paper does this by

- a. having more emphasis on a quality conversation,
- b. shortening the form
- c. and simplifying the feedback mechanism

4.3 Following correspondence with the Chair of the Remuneration and Nomination Committee, a sample of Council members were also contacted and were requested to provide their feedback on the appraisal process.

5. Resource considerations and CCP

5.1 The Governance team will co-ordinate the process as it has done in the past. No further resource will be necessary.

6. Monitoring and review

6.1 The appraisal process will be reviewed annually by the Remuneration and Nomination Committee and feedback will be sought from Council members as part of this review.

7. Next steps and communications

7.1 The Governance team will manage the appraisal process for Council Members. They will organise suitable times for the appraisal conversations to take place, send the appraisal form to Council members to complete in advance of the conversation and ensure the Chair of the Council has the relevant feedback.

8. Appendices

- a. Appraisal form

Lucy Chatwin, Head of People Services
lchatwin@gdc-uk.org
Tel: 0121 752 0095
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