

Health Professions Council – 3 July 2008

Council members' performance and development review 2007-8

Executive Summary and Recommendations

Introduction

This is the second year of the review system agreed at the Council meeting of 14 December 2006. The system provides, firstly, a mechanism for annual self appraisal, secondly, Council member appraisal of the President, and finally an opportunity for members to discuss their experiences and views of the HPC with the President in a one to one setting.

Comments from the last of these were agreed by members and the President and were compiled by Secretariat into a single table and then grouped according to general themes. Personal references were removed in order to protect the anonymity of individual members. The President then summarised the feedback. This summary and the full table of Members' feedback are attached.

Individual requests for training will be followed up by the Secretariat over the next six months.

Decision

The Council is asked to discuss the feedback and ways in which the current system might be improved upon.

Background information

In December 2006 Council agreed a revised competency based appraisal system. It was also agreed that the new system should be piloted and evaluated to review its effectiveness.

At the October 2007 away day Council considered feedback from the review process, concluding that the system worked well, but that the form could be supplemented with more opportunities for discussion. Comment boxes were added to all appraisal forms for this year's review.

All Council members undertook the self-appraisal between February and April 2008 and had either a meeting with the President or a telephone conversation. All members completed and most have now signed their appraisal forms.

Resource implications

None

Financial implications

Included in 2008/9 budget

Appendices

Appendix A - President's summary on aspects of the Council members' performance and development review system 2007-8.

Appendix B - Council members' reviews - comments from discussions.

Date of paper

23 June 2008

Date	Ver.	Dept/Cmte	Doc Type	Title	Status	Int. Aud.
2008-06-17	a	SEC	PPR	2 Council members' performance and development review 2007-8 - President's report	Final DD: None	Public RD: None

Appendix 1

Council members' performance review: President's summary of key themes from qualitative feedback

Feedback on Review Form

The majority of members were **content** with the form. Suggested improvements included an extra category of '**external meetings**' and giving thought to receiving feedback from HPC staff. There continues to be challenges with the **rating scales**, and how to use them effectively.

Training and Development

Members' feedback on HPC's training provision over the last 12 months was **good**, with particularly positive comments on the Awayday. Suggested improvements centred around the need for **more contact** between Council members and staff in order to increase mutual understanding.

Members' time commitment

For some, the **time commitment** had been difficult to manage, for others there was a feeling that they had not been **under utilised** especially for listening events and PLGs.

Feedback on Council and its relationship with the Executive

There was a positive feedback on Council meetings, ('the right breadth and depth' to debates). Members valued the workshop and seminar sessions, and there was an overall perception that Council was working well and that there has been **improvements** over the year. The **Executive** were **performing well** and were perceived as 'highly competent'.

There was frustration amongst some **members** that they were under utilised, that their contributions were not always well received and they did not always receive **feedback** from the Executive after emails on particular topics. There continued to be concerns about the ambiguity of the **role of Alternates**.

The future

Members commented again on the importance of **creating diversity** whilst at the same time **maintaining the corporate memory** and ensuring that the voice of the **professions** was maintained. The transition needs to be carefully managed. These were also themes at previous workshops and discussions on the re-structuring of the Council.

Some members felt there needed to be more emphasis on clear **communication** and **awareness-raising** for example amongst the general public, registrants, NHS HR departments and locum agencies. The need for **collaboration** with stakeholders continued to be a theme. Some members raised specific issues about the need for **more information**, and further consideration on the **future structure** of **Committees** and their relationship to the Council.

Appendix 2 - Council members' reviews - comments from discussions

Feedback Form

1 No comment - happy with process

No comments on form – adequate as a starting point for discussions.
Form is fine, no issues with the process.
No particular issues with competence review
No specific comments on the form – appropriate way of reviewing Council members.
Form continues to be useful, process of reflection is good.
Form took less time to complete this year. Still a worthwhile exercise.
No new issues with the format second time around.

2 The form could be improved slightly, but generally works well

Form remains useful, although inevitably becomes more challenging as time passes.
Self appraisal provides a useful reflective process.
Review form was helpful in reflecting on contribution and comments section a good addition.
Could a separate competency for 'external meetings' be added?
Review form – a little late in receiving it – could have done with more time. Annual performance review should not proffer any surprises

3 Competency ratings - challenging

Discussion around the limitations of 5 point scales for this type of exercise.
Some sections of the form are difficult to rate.
No issues with the form – finds it difficult to rate competencies as tends to be self critical but overall happy with the process
The annual review is a useful platform but the ratings are difficult – a very subjective exercise, without knowing what the benchmarks are.
Nothing 'new' since last year in personal reflections – difficult to look at competencies in this way as they don't really change over time.
Difficult to rate oneself – who are the comparators? Otherwise a useful reflective process.

Training and Development

1 The review process - could benefit from more feedback

Use of 360 feedback – HPC staff/Council members could be looked at
Feedback from HPC staff on Council members performance
Appraisal by President – could there be some two way feedback – so that Council members know how they are performing, too.
Perhaps consider an anonymised system, with analysis and then trends fed back to President by Secretariat.

2 Inductions and training - Induction and legal training most valued

Induction was good, although the timing of it was not right
Initial and subsequent training has been good.

Training has been good over the past year – good format likes having training on same days as Council meetings.

Training and development continued...

This year's training events have been good, knowledge of the HPC has increased over the past year as a consequence.

Training on EU was very good –has an interest in this area and does have concerns about the new Directive and its implications for public protection

Found involvement in EU tuning exercise interesting and a good development exercise.

Legal training very good, very focused.

3 Ideas for development - more time with departments?

Meeting with CE and President to discuss objectives and strategy?

Re-visiting 'ground rules' for Committee Chairs and for panel members/ registration appeals (some variation in formality/informality at hearings should be rectified)

Would like to be given more opportunities to understand the business.

Would be useful to visit departments and get to know the organisation better.

Possibly visit registrations department to get to know staff and increase contact with staff (so that they understand role of Council more fully)

Members could benefit from visits to policy Department

Spend time in registrations and fitness to practice to gain more knowledge of the business.

Media training for Council members.

Would like more of an opportunity to spend time with registration staff

Observing hearings is a useful way for Council members to become more familiar with the legal aspects of regulation

4 Awayday and strategy meetings - very positive

The Awayday and other Council training events have been good.

Awayday was a positive experience – good topics and groups worked well.

Awayday was a significant event – a good opportunity to get to know people better and understand them.

Awayday and February 07 workshop were positive experiences – helpful and informative.

Awayday was enjoyable and a positive event, especially the future proofing session.

Awayday and strategy day very good

Strategy meetings have breathed new air into the topics – we get a good mix of views and real debate.

Members' time commitment

1 Personal time commitment - some members are finding time commitment challenging

Looking back over the last year, time commitment has occasionally been an issue but otherwise no particular comments.

Attendance can sometimes be compromised by other commitments.

At the mid year point felt concerned about ability to attend meetings, but this has now resolved.

Involvement with HPC is intermittent and therefore difficult to keep up to date with developments.

Listening events – currently time commitments don't allow for attendance at these

Issues with not being able to attend every meeting due to work commitments elsewhere

Concerns about average attendance and would like to attend more regularly than current work commitments allow.

Contribution to listening event less than previously but this is due to timings of the events and clashes with other commitments.

Members time commitment continued...

2 Would like to do more - Listening events and PLGs

Disappointed not to be selected for PLG or for listening events and felt there was no clear rationale for this decision.

Disappointed not selected for the PLG work or listening events – experience is not being fully utilised.

Disappointed that offer to join the PLG was not taken up.

Frustrated that offers to attend listening events had not been taken up.

Would like to do more listening events.

Listening events – would like to do more of them later this year.

Would like to attend listening event as an observer and then full panel member

Feedback on Committee work and other meetings

1 ETC

HPC's Eqip response was well received within the education sector.

ETC Annual Report well received within academia because it provided information that stakeholders wanted.

ETC is a good committee, works well. Appreciated briefing before starting – a good model.

ETC - the agenda is so wide – possibly too wide.

2 Communications

Communications Committee is also interesting and feels this is an important area – making registrants and public more aware of regulation is key.

3 Fitness to Practise

Conduct and Competence Committee - Some frustrations with the progress of work - Committee may need to give more direction in order to see progress.

Investigating Committee - difficult to gauge contribution.

Conduct and Competence – more information is required to make meaningful strategic decisions

4 F&R and Audit

The F and R Committee are not challenging the Executive enough – the organisation could be more rigorous than it is at present.

Audit Committee a good Committee, contributes well.

Audit – comfortable with the agenda and work,

5 Admin

Useful to have a precis of longer documents

Concerns about cost of paperwork – could some papers eg items to note be sent electronically?

Occasionally papers come late and there is little time for reading. Poor postal service may account for this.

6 Professional Liaison Groups

Enjoys PLGs – short life working group, small, focused work, completed to a deadline.

PLG was a positive experience – pleased to be involved in this work and happy to contribute to further work of this nature.

Psychologist PLG went extremely well – a really good example of teamwork, well handled by the HPC

SETS PLG has been excellent.

Feedback on Committee work and other meetings continued...

SETS PLG has been a very positive experience. External feedback from a number of sources has been good.

SETS PLG also went very well and an indication of how much HPC has progressed since the early days.

7 Listening events

Listening events have gone well and enjoyed making a contribution there, the new format is a positive step forward and suggestions have been taken on Board.

Enjoy the listening events and contributing to the public face of HPC – the informal contact as well as the formal contact is very useful.

Feedback on President

1 Vision and approach is sound

Doing a good job, very committed, has the right style and skills.

Happy with the way current President is working with the Council.

Doing an excellent job, this is a consensus view as well as a personal view

Clear vision, good communication, works well with the staff team and working with external stakeholders although more could be done here.

Accessible, present, good understanding of the brief, the 'right touch'. Council members feel President is properly informed – a quiet strong form of leadership, good impact on Executive. Has the HPC's interests at heart.

Strong mutual respect established now. President has shown a concerned and committed approach.

President's feedback over the last year to has been negative feedback and she has not developed the capability and capacity of Council member sufficiently

Positive regard to the work of the President but feels it is difficult to complete the form as an Alternate member of Council.

Contact limited. Good that President is positive and personable.

There should be two way communication between the President and Council members throughout the year and both able and willing to give and receive feedback – this is the case and quite happy with the process.

Admires the President in the way she represents the organisation and the fact she has a deep interest in all council members and also in the welfare of the staff. She ensures processes are closely followed and has good leadership qualities in knowing when to do the 'right thing'. She makes balanced decisions with an intelligent heart.

President and CE complement each other well in terms of style and skills.

In-depth reading and research work has been very valuable – understands not just the political agenda but also where we should be going. Cardiff event was at just the right level and pitch.

Balance of responsibility between President and Executive is unclear. Is the President representing the organisation to external people more so than the Chief Executive? Who is involved in agenda setting?

2 Meetings are run well

Awayday was excellent, generated pride in HPC, however, some Council members are under utilised. It is important to bring new people on board eg at listening events as part of succession planning

Awayday was first real opportunity to make a judgement – a good event. Good at giving everyone a chance to contribute. Sometimes the debate went on too long and there is needed to be a quicker summing up.

Good chair, ensuring that HPC is a Council led organisation – a good balance now between Executive and Council.

Chairing good, a good balance, allowing people to contribute and discuss contentious issues several times is constructive.

Feedback on President continued...

Meetings chaired tremendously well. The icing on the cake was the Awayday – top rate speech!

Good agendas, chairing more firmly than at the start, make people feel valued. The right person for the job.

Important to express views as Chair as well as listening to other's views and reflecting back.

Feedback on President; Gives everyone an opportunity to speak, good chairing

The right person for the job – a lot of work, a lot of changes, meetings handled well.

Good momentum on agendas/meetings.

3 New President has made a difference, there is a positive change

Positive change in atmosphere, more of a team spirit now than before, communication is better, useful training events for all Council members.

Things have improved. There is more interaction and Members comments at Council meetings are positively received.

Doing a good job – everything has improved over the last year.

Atmosphere has improved, doing a good job.

Pleased with progress – president serves the Council well. Council meetings are facilitative and there is no sense of being put down when questions are asked.

More consensus between Council members now.

Positive change, going in the right direction, a good role model for other Members

Has done well – there is a more positive atmosphere now – the right leader for now with the right motivation

New president has made a real difference. Relationships are much improved, more relaxed. A good listener, take others views on board, clear, focused, provide helpful background information at debates.

Working well, no issues, good progress being made now.

Made a huge difference internally – excellent job – Council is now a governing body not a management body. Leadership style is right for the job – constantly seeking improvement, inclusive of others.

Feedback on Council

1 Uncertainty this year has been challenging

The Alternate role continues to be problematic in terms of keeping in the loop.

Communication with alternate members has been minimal over the last year.

Uncertainty over the future has been a 'de-motivator' this year

Has always been aware of ambiguity over the role of Alternates.

2 Future of the Council - the structure and diversity of membership is important

Huge challenges ahead for the Council – needs to be clear about its role in the new order, how it will measure success,

More work needs to be done on defining the role of Council in relation to Committees.

How it 'adds value'. The role of the Council will change and clear thinking is required during the transition stage and after.

Council Restructuring: important to maintain the corporate memory of the organisation as it goes through re structuring.

It is important that those with grass roots contact are part of the Council.

HPC will need diversity of opinions as well as experience on the new Council.

Feedback on Council continued...

The future Council needs to be populated by people who understand about governance and know they are not there to represent the professions.

The new Council needs to keep the same culture of diversity

Future governance – important that committees have sufficient membership from NHS, as there is less willingness amongst NHS employers to allow staff to attend external meetings now – could result in higher levels of non attendance if time commitment is too great and this could be a risk to the organisation.

AHP Commissioner on the Council and the strengths and skills this brings

Future Council and Committee structure – will need careful planning to ensure the right skills and experience and links are in place.

In order for the HPC to be credible to the registrants there must be individuals that take forward the views of registrants

Diversity is important to keep the strategy dynamic. We need to be outward looking and evolve registrant members.

3 Council meetings are well run

Council meetings work well, and points are always covered.

Council meetings – work well- small group work is productive, papers are excellent.

There is the right amount of informal contact and opportunities for relationship building amongst Council members

There are challenges with such a huge agenda and there will always be difficulties with achieving adequate contributions versus allowing people to debate for too long

There is a breadth and depth to the debates that was not there and the quality of the papers has improved.

Time for debate is about right – a good balance between rubber stamping and discussion of key issues has been achieved.

Papers for Council meetings are good now.

4 Council is moving forward

General reflections are that the Council has moved on this year – the workshops and seminar format are an added strength to the formal meetings.

There has been progress on establishing the ground rules for example not going over decisions once they have been taken.

Council should not lose momentum and that it is in its interest to reduce in size and become a different body from the old Council.

The Council has progressed – there is the breadth and depth now on Council and the vast majority of people are fit for purpose.

Council is more involved in decision making now than it was before. Council members more valued now, working well together.

Council debates are generally better, but would like to see more contact between staff and Council members, and opportunities for hearing what staff in registrations and approvals had concerns about - in a more informal setting. Visiting departments for short visits did not feel like the right approach.

Council feels more settled, prepared for new challenges

Relationship with Executive

1 HPC is a well run organisation with highly competent staff

HPC an excellent organisation, with good systems in place

The organisation is running smoothly, there is a positive feel at the moment and good working relationships are evident.

Sees HPC as a well run organisation – but very few registrants are aware of the work that is being done

HPC staff are approachable, helpful, communications in between meetings is responsive .

HPC staff friendly, cooperative, courteous, willing to assist when required.

All aspects of the organisation work well.

Relationship with Executive continued...

HPC staff continue to do an excellent job – there are highly competent people with energy, enthusiasm and intelligence in key positions as well as excellent secretarial support

HPC staff are immensely capable

EMT doing an excellent job. Their high level of commitment impacts on rest of the staff. Good support for Council members. Papers are excellent.

Staff – do a good job – are always responsive

Response to IT security events a model for other organisations

Consultation responses well run

Papers for meetings come well in advance. If there are issues there is ample opportunity to put view across at meetings. Happy with the way Council meetings are run

The officers are often 'unsung heroes' and do an excellent job – the papers are of a very high quality on the whole.

HPC could make more use of Council members' expertise

2 Things have improved - the organisation has matured in the last 12 months

A step change at HPC in the last twelve months – a more mature organisation, with a Council that is governing rather than managing the organisation.

HPC staff are always responsive and helpful. Processes have improved noticeably in the last two years, communication is good and secretarial support is thorough

Pleased with the changes in Education Department – the Approvals process is now well established

Pleased with the progress over the last year.

Communications have improved – HPC in Focus is good.

In general terms HPC looks to be a very coherent organisation with a clear vision and sense of direction now.

Pleased with the growth in experience and expertise of the staff. Feels the organisation has matured

HPC has done good work to fix blind spots such as the education challenges, but has moved on.

HPC has excellent relationship with DoH

The relationships between the Council and the Executive have changed and are more relaxed now, a more natural relationship

Relations have improved, more relaxed atmosphere, working well with Council now.

3 There is space to improve feedback mechanisms

Useful to have feedback from HPC staff about actions taken/follow up after emails on particular topics

Council's role should be to critically review papers. Comments should not be taken as a personal commentary. There needs to be a change of culture here if the Executive and Committee members are to make progress in working more effectively together and maximising the contribution of members.

Future work

1 Communications and raising awareness

HPC needs to be more proactive in communicating with registrants over governance changes – must be clear in its messages. Potential to confuse is high, esp for professions involved in forthcoming elections.

Ensure that there is clear communication to registrants about the future changes to governance – improving communication is important for HPC.

Still more that could be done to raise awareness amongst NHS HR departments – particularly over lines of responsibility/relationship between employment law and regulation.

Future work continued...

More could be done in relation to raising awareness of the meaning of the HPC standards amongst locum agencies – possibly through an on line module – requirement of PASA that all locum agencies make this available as part of mandatory training requirements for locums.

Important that HPC communicates clearly on the changes, how they will affect registrants. CPD audit is crucial in terms of registrants perceptions of the HPC – important that HPC 'gets it right'.

There could be further improvements in promoting the good work that is going on, using other media eg President on podcasts to explain changes in governance to registrants, giving registrants registration reminders via email.

Professional ethics – still feels there is more that HPC could be doing on raising awareness of the importance of ethics, although much progress has been made on this. With counsellors and psychotherapists coming on board, there will be a need to focus more on ethical issues – perhaps HPC could run a workshop on ethics to cover mental health issues and boundary issues

Concerns about the potential impact of the temporary and occasional EU directive – needs to be discussed further and possibly some action taken to raise awareness of this development amongst stakeholders, commissioners, professional bodies etc.

3 Stakeholders - collaboration is crucial in delivering the HPC's messages

Concerns about the support from the profession from the professional body – membership has dropped and the contribution of the CODPs to consultations and other developments has not been good. Low membership is not good for the profession long term and it reduces opportunities for contact between HPC and ODPs as well. There is very little awareness of HPC amongst the profession generally

Still more work to be done with the professional bodies, who could be doing more to remind members about the renewals

Would like to see more joint events with other stakeholders and in particular other regulatory bodies on topics such as the role of the mental health practitioners and regulatory implications of other new and developing roles. HPC could usefully have more contact with groups such as the National Workforce Review team, with SHAs, Heads of HCS, and with Skills for Health. HPC needs to continue to look outside itself and influence the agenda.

3 Ways of working - members would like more information to enable them to carry out critical review function

Discussing CHRE learning points with Committee members/Partners so that they can appraise them as well as staff

Important that we continue to evolve at the right pace – and not become too preoccupied with measurement for its own sake. We have the right balance now and we have to remain responsive to external circumstances, staying flexible. Too much emphasis on measurement could constrain us.

Shared understanding of pay policy needs to be explored, more clarity and consistency could be achieved

KPIs, clearer measurement of outcomes and altering the way in which Management Accounts are presented could help the organisation run better.

Briefing papers between meetings to keep members in touch with developments – more explanation as to why members are not selected for events and PLGs – review of HPC letters to registrants – setting the right tone is important – seek feedback from registrant members on this.

Still more progress to be made on keeping up to speed. More summaries to be available to feed into decision making and understanding of risk factors at HPC.

There continues to be significant change within Wales – which the new Council needs to respond to and plan for

4 Ways of working - Committee structure should be kept under review

Concerns about P and O education issues – needs some further discussion with relevant people at HPC

There may be a case for splitting the education work – cpd, revalidation, EU issues and approvals and monitoring.

As the work of ETC expands will there need to be a sub committee to oversee registration issues?

There should be a review of curriculum guidance.

Would like to see HPC staff round the table at meetings – in alignment with modern Board style.
Future of the three F to P committees needs to be explored