

How to rate behaviour

Rating behaviour is a little more complicated than performance as often it's about how people perceive what you do, and also in the NHS we often don't fully define how we want our employees to behave. It is essential that the organisation has a clear set of behaviours that define 'how we should all work around here', potentially linked to their organisational values, NHS constitution and your organisations Leadership Compact.

An ideal situation is for an organisation to define its values and associated behaviours in partnership with its staff to ensure ownership. Once you have a behaviour framework in place, there are several ways you can think about reviewing behaviours:

Simple behaviour review

Rating behaviours in its simplest form could form the basis of the actual Talent Conversation (i.e. 180 degree review between the manager and employee) however this may not always allow for a full and unbiased picture of how you behave as it relies on the manager and employee reaching an agreement.

Healthcare Leadership Model

For ideas of the type of leadership behaviours expected of staff, refer to the Healthcare Leadership Model at www.leadershipacademy.nhs.uk/leadership-model

Please also refer to the supporting 'Guidelines for using the Healthcare Leadership Model within a talent conversation'.

Evidence based behaviour review

Some examples of how you can review behaviour are:

- 360 degree review – www.leadershipacademy.nhs.uk/leadership-model
- Behavioural Framework - If you want to add more structure and can't access a formal 360 degree tool, you may want to add a behaviour framework to help the employee explore how they behave (if your organisation doesn't already have one).

Rating performance and behaviours



How to rate performance

Rating performance is probably the easy part. All NHS employees should have performance development reviews where specific work objectives, on-going work responsibilities and supportive development objectives are set and achievement is reviewed. We know that this takes place formally as part of a performance review appraisal, and is also important as part of good management practice – we don't only review people's performance once a year, it's an on-going process between manager and staff.

When we review work achievements and developmental objectives, it should be relatively easy for the employee and their manager to understand performance in role by looking at the evidence surrounding the output of their work.



As part of the Talent Conversation, we suggest that performance fits into three levels when trying to identify where someone aligns to the Talent Grid.

Performance rating	What does it look like?
Partially meets expectations	<p>Employees can evidence that they have met some of the objectives / tasks / on-going work responsibilities set for them, but not all of them. This can be for a variety of reasons that need to be explored further with the individual.</p> <p>Employees here often need to have the objectives / tasks / on-going work responsibilities and expectations associated with these clearly described and broken down for them, and often need extra supervision and support to achieve them.</p>
Meets expectations	<p>Employees are clearly and unambiguously able to evidence how they are meeting their objectives / tasks / on-going work responsibilities set out for them and the demands within their role (e.g. completed a project, providing a service etc.)</p> <p>Employees here will be given objectives / tasks / on-going work responsibilities and simply deliver them with little, if any supervision. They sometimes go unnoticed in doing this, but you know who they are as they are often the 'go to' people as they are known as reliable to get things done.</p>
Exceeds expectations	<p>Employees not only evidence how they have met the expectations of the work objectives / tasks / on-going work responsibilities that they have been set, they show how they take them all to the next level with their own individual flavours.</p> <p>Employees here only need to be given the vision/high level expectations of what needs to be achieved, and they do the rest, making it all into a reality, bringing their own flare and added value. They are the high impact people you go to when you need something achieved with creative flare and added value.</p>