

Health Professions Council – Wednesday 7 July 2011

Council members' performance and development review 2010-11

Executive Summary and Recommendations

### **Introduction**

The system provides: a mechanism for annual self-appraisal; Council member appraisal of the Chair; and an opportunity for members to discuss views and experiences of their year with HPC. This year members were provided with feedback from Committee Chairs for reflection when completing the self-appraisal. Reviews were timed to feed into the Appointments Commission reappointment process for members completing terms of office in 2011.

The Council Chair's summary of key conclusions from review meetings is attached as Appendix A. Individual requests for training, feedback meetings for Chairs and an appraisal process for non-Council Committee members will be administered by the Secretariat over the next six months.

### **Decision**

The Council is invited to discuss the summary of key conclusion from review meetings, and make recommendations as appropriate.

### **Background information**

More information on the review system, including previous annual reports, is available from the Secretariat and can be found on the Council extranet.

### **Resource implications**

The review process requires a significant time commitment from the Chair.

### **Financial implications**

For the third year the review was completed with no additional cost to HPC.

### **Appendices**

Appendix A - President's summary on aspects of the Council members' performance and development review system 2010-11.

Appendix B - Council members' reviews - comments from discussions

### **Date of paper**

21 June 2011

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## Council members performance review 2011: Chair's summary of themes from qualitative feedback

### **Feedback on Review process**

Members' feedback was that the form worked well for them and the process provided an opportunity for reflecting on individual performance in a useful way. One described it as the 'best Board appraisal system' in current use. The new process for obtaining additional feedback from/to the Committee Chairs was welcomed by all Members. However, several felt that it was more difficult to be honest about shortcomings using this format, and that an additional face to face conversation or phone call might be more useful. There was also a suggestion that the feedback from Chairs to Committees needed to be consistent – either all should be individual feedback, or group feedback, but not both.

### **Training and Development**

In addition to discussing individual needs, Members mentioned some areas where they felt further training would be useful for the whole Council, for example, updates on the legislative framework. A number said they felt they would like to attend HPC events, employer workshops and panel hearings to develop their knowledge of the HPC further.

### **Feedback on the Executive**

There was a strong consensus that the Executive were excellent both as individuals and as a team. Council members had great confidence in their ability to deliver. The Executive had a 'can do' culture, and were to be congratulated for their enthusiasm and commitment to the work.

The quality of papers continued to be high, allowing the Council and Committees to make informed, evidence based decisions. The decision to have regular updates on the Social work agenda had been a good one and members found these valuable over the year.

### **Feedback on Council and its relationship with the Executive**

Members expressed positive views about this relationship. For example, perceptions that there was now a good mix of business and public service culture, a healthy mix of views during debates at Council and Committee meetings, and more consistent use of data and experience in the decision making process. The organisation was viewed as more relaxed, more comfortable and confident, more collaborative than in previous years. Several members said they felt a sense of pride in being associated with the HPC. The Council was more focused on what it was there to do than ever before, in part because of the maturing relationships amongst the Council members and with the Executive.

**Appendix B**

**HPC competency based appraisal 2010-11 - Feedback from discussions**

**The review process**

**1 Feedback from Committee Chairs has been useful in completing the self assessment**

The process is very comprehensive – form is easy to fill in, one to one with Chair useful and the final group discussion beneficial – a good system all round.

Form is useful and is the best example of Board appraisal

Form remains useful, and has benefited from additional feedback from and to Committee Chairs.

Found completing the review form a useful exercise and the feedback from Committee Chairs helpful.

Expanded feedback form valuable – good to receive feedback from the Chairs and have the opportunity to give feedback as well.

Feedback from new sources also valuable and this has come in different ways – individual and group feedback both useful.

Form has been useful – feedback from Chairs valuable.

Found the exercise useful and likes the new addition of feedback from Chairs.

Form continues to be useful and good to get feedback from and on the Chairs of Committees. This is a useful way to explore areas for further development, which can be picked up in discussions with the HPC Chair when appropriate.

Happy with the changes to the review form and pleased that there is an opportunity for wider feedback.

Expansion of feedback from Chairs a welcome development

Happy with new review format a useful process for the Chairs of Committees to provide feedback on Members.

good to have and to give feedback from Committee Chairs as this is often where more in depth exchanges take place.

Should reflect on how feedback has worked across the board and maybe consider a biannual process in future.

## The review process

### **2 Some members would find further dialogue helpful**

The conversations with the Chair are as ever, very helpful and more important than the form itself.

conversations with the HPC Chair in between have also been useful over the course of the year.

It might be helpful to consider a phone call between members and Chairs as part of the process next year to further strengthen the process.

The form for feedback from Committee Chairs possibly not the most constructive way of obtaining feedback – might be better if Chair discussed Committee members' contribution with the Committee Chairs and provided feedback verbally.

Expanded feedback would benefit from follow up discussions with other members on Committee dynamics.

### **3 Additional suggestions for feedback and reflection**

Slight concern that the feedback from the Committee Chairs needs to be consistent – either group feedback or individual feedback but not a mixture of the two.

Would have a preference for individual feedback relating to all committees rather than group feedback in future.

It would be helpful to have some feedback on Chairing role on Registration Appeals at some point.

Might benefit from an additional 'Comments' box.

The only competence that gives some difficulty as a lay member is the performance against standards of education and training – perhaps could be rephrased as “Understanding/performance against standards.” in the future.

## Feedback on committees and other meetings

### 4 Effective decision making and committee dynamics.

ETC remains quite divided into Council members and non Council members and there are differences – this may be a good thing in the longer term but there are some tensions which may need to be explored further.

ETC is a very challenging committee because of its size and diversity and more ambiguous accountability amongst the membership perhaps. This may need revisiting in the longer term to ensure that decision making is effective

ETC might benefit from a discussion about its role and where it is going. HPC does need a place where all the professions have a voice but maybe the Committee needs to explore more issues as part of its work.

There is some pressure to speak sometimes to show knowledge – common to all in meetings of this nature.

Sometimes members repeat what has already been said by others – might be useful to draw this to the attention of Council to raise awareness of this behaviour – not a big issue most of the time but meetings would be improved upon if members avoided doing this in the future.

Expanded feedback would benefit from follow up discussions with other members on Committee dynamics.

Good discussions and debate are more difficult to achieve Council meetings because of the size and complexity of the agenda and because of time pressures.

Committee meetings have improved over the year and members are more focused on key issues and less inclined towards distracting comments than previously.

Chairs have an awareness of the political agenda and are good at supporting the Executive as well.

## Feedback on Chair

### 5 Chairing the Council.

An excellent Chair, very inclusive of everybody. Manages a huge agenda very effectively. Makes a useful contribution at Committee meetings– interjecting only at appropriate moments.

Very good at managing large groups and leading people towards consensus

Doing a very good job holding us together in difficult circumstances.

Good chairing style, treats people with respect and sensitivity, good at finding consensus, summarising the debates,

Good at summarising key points and bringing debates to a close with sensitivity.

The best Chair we've ever had by a million miles.

### 6 Relationship management.

The Council is as strong as the members but also as strong as the leader. You show respect for others and are good in many different contexts and with different audiences.

Tackles the job with enthusiasm but in a grounded way, keeping the Council's feet on the ground.

continues to do a good job in leading the Council, chairing meetings and working with the CE.

The relationship between Chair and CE works well for HPC.

Competent and good all round. Working well with the Executive on the huge challenges facing the organisation.

Very good relationships with the Executive and with the Council

Complementary working relationship with the CE is evident.

Good working relationships with the Executive being maintained which is important during this challenging period of growth.

### 7 Personal development.

Dealing well with the work inside and outside of meetings that the job requires. Very committed to the HPC.

Chair's self awareness of the pressures and challenges of the job is evident.

Need to keep live to the possibility that further delegation will be required in coming years in order to manage the workload.

Doing an excellent job, all heading in the right direction.

More confident, getting better and better.

Continues to do a marvellous job.

## Feedback on the Health Professions Council

### **8 The Council is functioning well.**

The Council is working well together in these challenging times.

The organisation is more comfortable with itself, there is a more relaxed atmosphere now.

An organisation that is still evolving, with a good mix of business culture and public service.

The work is very stimulating and the Council is now an impressive group of where everyone is contributing.

The organisation is doing well, we are more focused on what we do as a Council and the Council's contribution

In general very positive about the organisation and very proud to be part of it-

HPC is a remarkable organisation with a massive task, in a powerful position. It commands a lot fo respect now

### **9 Maintaining direction.**

HPC needs to stay open to change as new challenges come along

HPC has a huge agenda and needs to stay focused, which is happening.

Very positive about the organisation and its direction.

For a young organisation it is surprisingly mature and this year has made better use of data and experience to move forward in building the evidence base.

The role of Council members is to stretch the Executive, supporting the Executive to do their job well and achieve the right things.

## Feedback on the Executive

### **10 Confidence in the Executive is strong.**

There is clearly a strong and healthy relationship between the Chair and CE which cascades down through the Executive team – a superb team, superb individuals – all of them. Good support for each other is evident.

The integration between the Executive and the Council is developing well. There is an increased maturity and a good response to the challenges ahead.

The 'can do' culture is really strong – team are confident, go ahead and up beat.

A remarkable team, great ambassadors, friendly and helpful.

A very good team with an excellent CE.

Directors are all very competent.

Great confidence in the Executive team – they work very well together, and would want to acknowledge the effort that they are all putting in at a time of significant change at HPC.

### **11 The standard of work is seen to be high.**

Council members training and development – the Executive did a good job this year – all the events were worthwhile and well organised

The speed of change and development at HPC is ever increasing – it has been very useful to have regular updates on the transfer of regulatory functions for social workers in England to keep Members informed.

Benefited from getting to know the team and the members over the last year especially at the Brighton awayday.

Has benefited from observing a range of HPC events and has been impressed by the delivery of these events by HPC Executive team.

I can't praise staff highly enough'. 'The quality of the papers gets better and better'. 'The mechanisms HPC has for regulation are superb and the organisation can only go from strength to strength

Genuinely impressed with the standard of work, quality of papers and the research, evidence based decision making that is carried out.



**Suggestions for future focus**

**12 Council training should focus on core concepts in regulation and governance.**

Some members are more familiar than others with the concept of 'evidence based regulation' and that this could be explored more fully.

Further training in the use of data and building the evidence base these areas would benefit the HPC in the long term.

Training and development need to be focused for this year on getting to know the environment in which HPC operates.

Possibility of drawing more widely on the regulatory field – possibly via a training course in other regulatory regimes that might provide some new insights into the world of health regulation.

Training should focus on the HPO and the overall legislative framework for HPC.

Would like to expand range of training options to focus more on governance and leadership roles

Would like more discussion and clarification on the new professions policy – as there may be conflicting messages and lack of clarity about the direction of this policy and the extent to which HPC should be proactive versus reactive.

Training and development – would like to see less bureaucracy in the process and more help with options for further development – for example suggesting course or training that would be relevant, not leaving it entirely to members to take the initiative.

HPC needs to stay alert to the risks and not be over confident in taking on too much, to remain open to doing things differently in the future if the external environment requires it.