

Tribunal Advisory Committee, 5 September 2018

Option Paper – Performance Review Fitness to Practice

Executive summary and recommendations

Introduction

Review of the current process of self-assessment and performance review for Fitness to Practice (FTP) panel members and chairs.

Decision

The Council/Committee is asked to consider the options and make an initial recommendation on their preferred option.

Background information

The Partner team administrates two separate processes to ensure that FTP panel members and chairs undergo regular performance reviews.

Resource implications

Financial implications

Appendices

Annex A - HCPTS Panel Feedback Form
Annex B - 360 Feedback Supplier Overview

Date of paper

22 August 2018

Option Paper – Performance Review Fitness to Practice

Decision Required

The current process of self-assessment and performance review for Fitness to Practice (FTP) panel members and chairs has not been reviewed since 2012. The Tribunal Advisory Committee is asked to consider the below options and make an initial recommendation on their preferred option.

Current Status

The Partner team administers two separate processes to ensure that FTP panel members and chairs undergo regular performance reviews. The first process is the self-assessment which takes place at the end of a partner's first term of contract (after four years). Partners are asked to complete a self-assessment form with questions based on the current 'Competence framework for panel members and chairs'. The self-assessment is similar to a written re-application (form) and is scored by two FTP managers. The partner is asked to reflect and provide examples for competencies as set out in the 'Competence framework for panel members and chairs'. Partners who achieve the minimum score (12 per shortlister) will be offered a second term of contract after which their contract expires due to the 8-year-rule.

The performance review process is administered by the Partner team and involves paper based multisource feedback. Partners are selected to participate in this process based on a number of criteria including number of times services have been provided, last performance review etc. All participants of a panel are asked to provide feedback in form of a peer-review and the selected partner completes a self-review. Peer-reviews are subsequently shared with the partner whose performance has been assessed and learning points might be highlighted. The disadvantage of this process is the resource intensive administration, the difficult selection process, difficulty to make the feedback anonymous and the difficulty in capturing all partners.

In early 2018 panel chair feedback was introduced for a limited period of time. A survey monkey form was sent to all panel chairs after hearings and their feedback and observations collated. The pilot was extremely work intensive for the FTP and so far none of the feedback has led to further action.

In addition to the above processes the FTP department encourages feedback using the HCPC Panel Feedback Form (Annex A). The form is available to partners and all feedback is reviewed by the Tribunal Services manager. Collaboration with the Partner team is initiated where appropriate.

The self-assessment has raised on-going critique from partners, and the FTP has lost a number of high-performing partners due to none compliance or insufficient completion of the self-assessment form. It also requires adjustments for partners who have not

been used or are rarely used due to their (small) profession. In more recent months, through the introduction of the new competence framework, effort has been made to make the form easier and more user friendly. Improved guidance documents have been created. Nevertheless, partners and user departments have provided on-going criticism about the evaluation and sustainability of this form of assessment. The credibility of the current assessment has been questioned as it only reviews the partner's ability to complete a written application form, but not their ability to provide satisfactory services to the HCPTS. It is important that any form of review is credible and valid.

An effective and reliable performance review could have an impact on the PSA learning points as it might highlight reoccurring errors, feedback and observations. These could be incorporated in the refresher and induction training for panel members and chairs going forward. The HCPC Learning and Development team was consulted and helped to establish the options below.

The TAC is being asked to consider the possibility of a new approach to reviewing the performance of panel members and chairs, review the options set out below, and provide advice on their preferred option.

Options

There are a number of ways to capture performance and to provide feedback. One of the most effective ways to do this is to conduct online multisource feedback which allows the participant to reflect on their own performance as well as receive feedback provided by peers. The advantage is that the process provides different perspectives and assesses the partner during the time they provide their services to the HCPC. There are a number of ways to implement multisource feedback and consideration needs to be given to its frequency (eg how often per partner or how many hearings).

Option 1 – Multisource feedback conducted by external supplier

Benefits

- Credibility
- Administration external, but overview and selection in-house by Partner team
- Configuration and implementation by external provider
- Certain risks lie with the provider
- Lower resource impact means a higher frequency

Risks/Disadvantages

- Cost
- Use of different system to Partner Portal

A selection of external providers can be found as Annex B.

Option 2 – Multisource feedback conducted using Partner Portal

Benefits

- Lower cost
- Use of Partner Portal (no additional login required)

Risks/Disadvantages

- Internal delivery
- Potentially less reliable
- Lower credibility
- Higher internal resource impact
- Higher risk

Please note: Option 1 or 2 would replace the current self-assessment and manual performance review.

Option 3 – Reference case (not taking any action)

Benefits

- No cost or changes

Risks/Disadvantages

- High resource impact
- Not enough performance reviews are conducted
- Ineffective system which leads to partner resignations

Current resource impact

Self-assessments are only required at the end of the partner's first term and can take up a large amount of time when a number of contracts come to an end around the same date. Considering the amount of FTP partners (306 total without legal assessors), we will conduct an average of 52 self-assessments each year during the next four years. A breakdown can be found below. The resource impact per self-assessment from the Partner Team perspective can be between 1.5-2 hours.

Year	Number of Self-Assessments
2018	75
2019	23
2020	14
2021	96

Currently one Partner team administrator dedicates approximately 1 day per week to administer performance reviews and self-assessments are split between the partner administrators. I estimate a resource cost of £10k per year. This includes the FTP manager involvement. This could be significantly reduced by using a more automated system.

The HCPC Panel Feedback Form is used infrequently, but on average the FTP team receives between 5-10 feedback forms per month, each of which is time-consuming to process and respond to. A better multisource feedback might reduce the frequency of this.

The chair feedback impacted heavily on FTP resources has only be done intermittently in recent months.

Cost-benefit analysis

A full cost-benefit analysis needs to be conducted before a final decision can be made if the TAC recommends an external provider. A breakdown of external suppliers and their cost has been attached as Annex B.

Recommendation

The recommendation to the TAC is to discontinue the process of self-assessment and the current version of manual performance review and to consider a better multisource feedback option. The option of an internally run 360-degree feedback requires further exploration, but the TAC needs to take into consideration that an internal measure will be seen as less objective, reliable and credible. Therefore option 1 seems is recommended as the most effective and low risk option.

Next Steps

A reference group, which needs to include representation from FTP, the Partner team, L&D and current FTP partners, could be set up to consider the frequency, questions and outcome of multisource feedback. This would encourage and ensure involvement from different perspectives and consider a range of viewpoints.

Hearing Evaluation and Feedback Form

The feedback provided on this form will be used to respond to any queries about hearings, highlight recurring issues, and improve our processes and the training we provide. The feedback forms are part of our commitment to continuous improvement. Please return completed feedback forms to panelfeedback@hcpts-uk.org.

Name:		
Role (please circle):	Panel Chair / Panel Member / Legal Assessor	
Registrant name and FTP number(s):		
Hearing outcome:	Date of Hearing:	Date form completed:

Participant feedback:

	Excellent	Good	Satisfactory	Poor
Panel Chair				
Legal Assessor				
Lay Panel Member				
Registrant Member				
Hearings Officer				
Presenting Officer				

If you ticked "Excellent" or "Poor" please provide comments on participant feedback below.

Strategic and policy issues – Please provide us with any strategic or policy issues which affected and may affect future FTP hearings.

Exceptional circumstances - Please provide any extra information as to why a hearing adjourned or adjourned part-heard and any other exceptional circumstances.

How we can support you – Please provide information on any issues which arose where you would like further training e.g. were you confident in your knowledge of the process

Thank you for providing this feedback. Please indicate if you wish to discuss anything in this form with the Tribunal Services Team:

Supplier	Product / Offering	Price	Other	Comments
<p>ETS</p>	<p>Feedback platform is highly configurable. Dedicated support from ETS Business Psychologists to design your programme. Dedicated project team to ensure smooth implementation.</p> <p>Following each feedback cycle, ETS consultants can offer further help to make sure your programme has the desired impact, guiding participants on actions and development plans.</p> <ul style="list-style-type: none"> • Tried and tested core 360 process based on our 25+ years' experience • Alignment with your processes, branding, culture and language • Tablet and smartphone-enabled completion • Questionnaire builder functionality • Ultra-fast reporting with choice of outputs • Various options such as 'self-registration' and 'manager approval'. <p>To view the ETS Product Factsheet click here</p>	<p>Information requested</p> <p>Pay-per-use option (£50-£150 per person)</p>	<p>Demo requested</p> <p>ETS Website</p>	<ul style="list-style-type: none"> • Reputable and operates mainly in commercial sector • Unclear what project management support provided • Based on price per-use-figure, certainly not the cheapest in the market and this could rule them out unless they provide costs based on volume delivery
<p>JCA Global</p>	<p>JCA has extensive experience and expertise in the design and delivery of 360 degree feedback processes and systems. JCA offer off-the-shelf 360 degree feedback questionnaires, that can be centred on competency-based assessment, Emotional Intelligence or Leadership Climate.</p> <p>Experts at designing customised 360 degree feedback questionnaires, reports and processes to meet specific client requirements. The online 360 degree feedback</p>	<p>JCA offer various 360 tools – different cost points;</p> <p>Emotional Intelligence 360</p> <ul style="list-style-type: none"> • This 360 assesses six areas of emotional intelligence: 	<p>JCA Global website</p> <p>JCA Global 360 Offering Overview</p>	<ul style="list-style-type: none"> • Very comprehensive product offering • Work with both private and public sector clients • High-end pricing for all of their product offerings • Unclear what tailored approach would cost

	<p>system can incorporate HCPC competency framework and behavioural indicators to provide a highly tailored questionnaire.</p> <p>JCA's psychologists / IT professionals, collaborate closely with clients to provide a highly designed and bespoke process, ensuring efficient implementation and administration.</p> <p>They advise and guide clients to ensure 360 degree feedback is implemented and embedded successfully across an organisation.</p> <ul style="list-style-type: none"> • Efficient and user-friendly experience for participants and raters • Clear, concise and accessible feedback reports facilitating strong, developmental conversations • High levels of flexibility and configuration allows users to design tailored and bespoke questionnaires to meet specific and precise needs • Time comparison reports allow development to be tracked over time • Group reports facilitates analysis of team or group strengths and development areas 	<p>self-regard, self-awareness, self-management, regard for others, awareness of others, relationship management.</p> <ul style="list-style-type: none"> • Training is required to use this tool. The training is a two day course and costs £1,745 + VAT and gives access to the whole suite of EI reports (assessment, development, resilience, 360) • The EIP 360 report costs £95 <p>Leadership Climate Indicator 360</p> <ul style="list-style-type: none"> • This 360 assess different leadership climates a leader can create: withdrawing, controlling, inspiring, including. • Training is require to use this tool. The training is a one day course and costs £695 + VAT and gives access to the LCI 360 and LCI survey. 	<p>JCA Emotional Intelligence report</p> <p>JCA Leadership Climate indicator report</p> <p>JCA Individual Behaviours Report</p>	<p>and further conversation needed</p> <ul style="list-style-type: none"> • I would advise not signing up to their own certification programmes, which appear to be unvalidated; costs are prohibitive • The IBR model would be the closest for our purposes but still expensive
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		<ul style="list-style-type: none"> • The LCI 360 costs £95 <p>Behaviours 360</p> <ul style="list-style-type: none"> • This behavioural competencies tool can generate three different reports aimed at different job levels: individual, management, leadership. • Each report costs £95 • No training is required to use this tool and reports. 		
<p>Lumus 360</p>	<p>Lumus 360 overview:</p> <ul style="list-style-type: none"> • Fully customised 360 system build – Lumus will support HCPC when designing a questionnaire that is ‘fit for purpose’ <ul style="list-style-type: none"> -Automated Emails - Report can be formatted and branded. • A range of implementation options - Once the 360 survey tool has been built, piloted and signed off, Lumus 360 can either manage the feedback collection process on your behalf or provide you with full administrator access so you have direct control over everything • Dedicated support - Around the clock, customer service and support. • Free Consultancy - The know-how to get 360 degree feedback right and access to all the 	<p>Option 1 – Lumus360 provide a 'fully managed' feedback service</p> <ul style="list-style-type: none"> • Any user support or help desk functions are handled quickly and professionally (in and outside of normal working hours) • No additional burden placed on in-house staff • Removes the perception that confidential information 	<p>Lumus 360 Website</p> <p>Click here to view a sample report</p>	<ul style="list-style-type: none"> • Solid product and services offering – straightforward 360 model used • focus is more on service versus product and options are customer-centric • Good mix of private and public sectors (including regulators) • Pricing is keen, given that consultancy is wrapped up in their licensing costs

	<p>resources and supporting materials necessary for success.</p> <ul style="list-style-type: none"> Supporting services - Lumus consultants can provide coaching, facilitation and train the coach/line manager training sessions. 	<p>could be accessed by internal staff</p> <ul style="list-style-type: none"> No in-house administrator training - Hassle free! Even though we run the complete process on your behalf, you'll still have direct access to a dedicated Project Manager and an overview of progress at all times. <p>Standard 360 Feedback Report</p> <ul style="list-style-type: none"> The first 25 reports - £90 each + VAT The second 25 reports - £75 each + VAT After 50 reports the price reduces to - £60 each + VAT After 75 report the price reduces to - £50 each + VAT <p>Option 2 – Self-managed implementation</p> <p>Lumus 360 provide a half-day training session (for up to six people).</p>		
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		<p>Lumus360 stay with you every step of the way and will help in any way we can. This includes:</p> <ul style="list-style-type: none"> • Dedicated ongoing support – Technical support / Guidance • Continuous functionality improvement and updates –All updates are offered at no cost and without any loss of service. <p>Cost: In this package we don't charge for any system build costs, you simply pay a 12 month licence fee that allows an agreed number of reports to be produced:</p> <ul style="list-style-type: none"> • 50-75 reports - £3,200 • 75-100 reports - £4,000 • 100-200 reports- £7,300 		
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<p>People Insight</p> <p><i>** Provider that NMC and GMC use**</i></p>	<p>People Insight offer two options:</p> <p>1) 360- Ready To Go -</p> <p>People Insights 360 – Ready To Go tools are based on three existing behavioural frameworks, developed on empirical research and practical experience</p> <p>360 Leader – Based on proven leadership behaviours 360 Manager – Based on manager behaviours that help people thrive 360 Engage – Based on the People Insight PEARL model of engagement.</p> <p>People Insight handle the administration for you, setting up users, sending logins and providing comprehensive online and offline support.</p> <p>People Insight handle any queries that users may have regarding use of the tool or reports.</p> <p>Admin login means HCPC can monitor project completion to keep your people on track.</p> <p>Features:</p> <p>Easy – Easy to use software – works on all platforms Framework – Choose question set that’s right for HCPC Fast – Set up in minutes and works straight away Payment – Pay per project Support – Administration, helpdesk / support from PI experts Action – Clear reports that help you draw meaningful and actionable insights.</p>	<p>Information requested</p>	<p>People Insight Website</p>	<ul style="list-style-type: none"> • Difficult to judge as little information available, including sample reports • No costs provided, or indication of programme support or licensing • Only 5 clients listed for 360 services (including NMC) • Possible advantage that People Insight provide our employee engagement survey
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	<p>2) 360 - Custom</p> <p>360 feedback on HCPC specific values or competencies.</p> <p>People Insight upload your existing behavioural framework to the tool / or the PI expert will help build one from scratch.</p> <p>People Insight handle any queries that users may have regarding use of the tool or reports. Admin login means HCPC can monitor project completion to keep your people on track.</p> <p>Additional features to the Off- the shelf offering</p> <p>Flexible – Use existing behavioural framework Branding – Use HCPC logo to brand system / reports Tailored – tailored functionality – (e.g. minimum number of raters)</p>			
<p>Head Light</p>	<p>Award winning 360 degree feedback -</p> <ul style="list-style-type: none"> • Run an effective 360 appraisal • Monitor and manage progress through an at-a-glance, real-time dashboard • Create benchmarks, run analytics, direct learning and spot high potential • Use the built-in heat maps to spot the competency areas of strength and development need • Link your 360 appraisal outcomes directly to L&D and other talent management activities 	<p>Information requested</p>	<p>Video demo</p> <p>Website:</p> <p>www.head-light.co.uk/products/talent-360/</p>	<ul style="list-style-type: none"> • Difficult to judge as little information available, including sample reports; notice that the video demo on You Tube is 8 years old – not sure that is an accurate reflection of their products and tools which are impressive on their website.

360 Feedback – Supplier Analysis – August 18

	<ul style="list-style-type: none">• Tailor the 360 review to reflect your language, your competencies and your workflow <p>Click here to view the Head Light – Talent 360 feedback Factsheet</p>			<ul style="list-style-type: none">• No costs provided, or indication of programme support or licensing• Good mix of both private and public sector clients
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