

All Staff Performance
Ratings
(except Medical and
Dental)

Manager's Guidance



- Success in Performance Ratings is dependant on 3 things:
 1. That the line manager and individual both take responsibility for ensuring that the conversations happen
 2. Performance Ratings are not an exact science so you will need to use judgement as well as evidence when discussing them
 3. Openness to feedback, listening to each other and a willingness to develop from both parties

- Everyone will have clear job roles and responsibilities and be clear about what's expected of them
- Everyone has clear objectives (setting out the 'What' and the 'How') that are linked to the Trust objectives
- Everyone will have had ongoing conversations, feedback and reviews about their progress
- The Manager's role is to take all of this evidence and make a judgement about the performance ratings for the people they manage
- Performance ratings are discussed as part of the appraisal (End of Year Review) between 1st April and 31st July each year
- All ratings are recorded on LEAP

- Objective ratings (the 'What' and the 'How')
- Broader delivery and achievement in current role as part of the day to day duties and responsibilities
- Overall contribution and commitment to King's including how you behave (linked to the Trust Values)

Overall Performance Ratings

Outstanding

Exceeds expectations

Good

Requires improvement

Below required standard

Rating	Criteria
Outstanding	This person is exceptional and there should be few people at this level. They consistently perform at a high level and go the extra mile. They meet every expectation and goal to the highest level; they are ambassadors of King's and are constant role models of our values.
Exceeds expectations	This person is consistent in performing and can be relied upon to deliver against their objectives which they consistently achieve. They also meet all of their job requirements. They demonstrate the Trust values; and are committed to King's.
Good	This person has met the majority of their objectives and/or job requirements and has contributed to King's. They demonstrate the Trust values more often than not.
Requires improvement	This person has met some but not all of their objectives and/or job requirements; demonstrated some but not all of the values; or they are new to the role or level and are still in a learning phase. They are willing to and working towards their development.
Below required standard	There should be few people at this level. This person has areas of performance that require improvement or are not currently being achieved.

- If you are in doubt about the appropriate level, and you are deciding between two then you should choose the lower level. This should then be supported with a clear explanation of what is required to move to the next level
- If you need support in making your decision then you should discuss this with your line manager
- If the evidence and judgement on performance lead to 'requires improvement' then this person should be managed under the Trust's Capability policy and procedure

Overall rating	Description
Met	They have fully delivered the agreed objective achieving the 'What' and they have fully delivered it in the way it should've been delivered, achieving the 'How'.
Part-Met	They have not entirely met the agreed objectives. They may have delivered the task (the 'What') but not achieved it in the way it was expected (the 'How') or the opposite. Or they may have delivered part of the objective and/or part of how it should be delivered.
Not Met	There were attempts to achieve the objective but these were not achieved.

- Having a conversation to discuss performance and agree a performance rating is a key management skill
- The 'Performance Rating Workshop for Managers' provides further training
- You can review the training content and book onto the next available session through LEAP: <https://leap.kch.nhs.uk/>