

DIRECTORATE OF HUMAN RESOURCES

SMART OBJECTIVES FOR 2008/9

Specific	Measurable	Actions	Resources (external)	Timescale
1.1 Increase staff satisfaction with the Whittington as an employer through appraisals	90% of staff to have completed an annual appraisal and have a Personal Development Plan in place – Achieve by 10/08	<ul style="list-style-type: none"> ▪ Agreed plan with each Director/GM for all staff to be appraised 	N/a	06/08
		<ul style="list-style-type: none"> ▪ Monthly reporting of league tables of appraisal completion 	N/a	Commence 06/08
		<ul style="list-style-type: none"> ▪ Appraisal documentation simplified and e-KSF tool to be used on a voluntary basis not mandatory 	N/a	Commence 05/08
1.2 Increase staff satisfaction with the Whittington as an employer by reducing staff experiencing harassment or bullying from other staff	Reduce staff responses in staff attitude survey from 25% to 20% (threshold for highest 20% 2007/08 was 20%) – Achieve by 12/08	<ul style="list-style-type: none"> ▪ Introduction of mediation service to avert formal complaints 	Staff specialist training for HR staff	10/08
		<ul style="list-style-type: none"> ▪ Revised policy and relaunched with publicity campaign 	N/a	07/08
		<ul style="list-style-type: none"> ▪ Increased training to support policy and encourage de-escalation 	Staff specialist training for HR staff	08/08

Specific	Measurable	Actions	Resources (external)	Timescale
		<ul style="list-style-type: none"> All formal cases to have agreed timetable for resolution 	N/a	05/08 ongoing
1.3 Increase staff satisfaction with the Whittington as an employer by increasing response rate to staff survey	Response rate increase from 47% to 59% (upper quintile for acute trusts 59%) – Achieve by 12/08	<ul style="list-style-type: none"> Publicity campaign providing staff with information about achievements/activity over past 12 months 	N/a	09/08
		<ul style="list-style-type: none"> Email campaign throughout survey period 	N/a	10 – 12/08
		<ul style="list-style-type: none"> Walkabouts in N19 during campaign to encourage completion 	N/a	10 – 12/08
		<ul style="list-style-type: none"> Staff to be allocated work time to complete – policy to be agreed by ET 	N/a	09/08
2. Increase staff productivity by reducing staff sickness absence	Reduction in staff sickness absence from 5.2% to a maximum of 4.2%, aiming for 3.9% – Achieve 31/3/09	<ul style="list-style-type: none"> Effective occupational health service SLA delivery 	SLA with new provider in place	Launched 04/08. Regular reviews in place
		<ul style="list-style-type: none"> Revised and relaunched sickness absence management guidelines including trigger points for management action 	Appointment of project mgr – f/t contract agreed by BPG	06/08

Specific	Measurable	Actions	Resources (external)	Timescale
	Reduction in cost of agency and bank staff covering sickness absence by £170k Achieve 31/3/09	<ul style="list-style-type: none"> Agreement for early access to Trust's services to minimise sickness absence and facilitate earlier return to work 	To be assessed	12/08 Subject to ET agreement
		<ul style="list-style-type: none"> Monthly reporting of league tables of sickness absence and effective use of ESR information 	N/a	05/08
		<ul style="list-style-type: none"> Joint HR & H&WC sessions to support managers, with agreed action plans in place for high sickness individuals 	N/a	05/08
		<ul style="list-style-type: none"> Mandatory training in place for managers. ET to agree proposals 	N/a	Subject to agreement by 09/08
		<ul style="list-style-type: none"> PID to deliver self service for managers sickness reporting on ESR 	To be assessed	Timescales to be agreed
3. Enhance the effectiveness of temporary staffing and their recruitment	Increase % of shifts filled by bank staff from 71% (April 2008) to 80% Achieve 31/3/09	<ul style="list-style-type: none"> Tight application of controls and booking procedures 	To be assessed	Audit to be undertaken Dates to be confirmed (internal audit)
		<ul style="list-style-type: none"> 6 weekly recruitment campaign 	N/a	04/08

Specific	Measurable	Actions	Resources (external)	Timescale
	Customer satisfaction reviews of recruitment services Introduce 06/08	<ul style="list-style-type: none"> ▪ Induction training minimising delays to working 	N/a	06/08
		<ul style="list-style-type: none"> ▪ Better working relationship between Temporary Staffing Office (TSO) and Recruitment Team for smooth service delivery, including jointly reviewing processes 	N/a	09/08
		<ul style="list-style-type: none"> ▪ Better customer awareness of TSO and Recruitment Team 	To be assessed	Timescales to be confirmed
		<ul style="list-style-type: none"> ▪ Feasibility study of in-house provision of TSO versus external provider 	To be assessed	07/08
4. Ensure all the Trust's DoH performance measures are achieved, specifically financial, patient care and governance	Targets are achieved to deadline	<ul style="list-style-type: none"> ▪ See specific action plans 	N/a	03/09

Signature of appraisee:

Date:

Signature of reviewer:

Date: