

## **WIRRAL COUNCIL**

### **EMPLOYMENT AND APPOINTMENTS COMMITTEE – 17 June 2010**

#### **REPORT OF THE DIRECTOR OF HR/LAW/ASSETS**

#### **IMPROVEMENTS TO KEY ISSUES EXCHANGE (KIE) 2010 /11**

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### **1. Executive Summary**

The purpose of the report is to provide The Employment and Appointments Committee, at their request, with an update on the Key Issues Exchange (KIE) and the proposals for improvement over the next three years. As part of the proposal the report includes an update on the skills audit tool with the plans to roll out, incorporated with the KIE process.

### **2. Key Issues Exchange - Current Position**

The current KIE process was introduced in 2001. The purpose of the KIE is to agree objectives for an employee, share feedback on performance and to identify a development plan. The KIE cascades the Corporate Objectives, identified in the Corporate Plan, through Departmental Plans and into individual objectives: “the golden thread”. Each employee should have an exchange with their manager each year, followed by a review after six months. The KIE process has delivered well for Wirral. It has been an essential part of the Leadership process, involving employees in our improvements so far. Many employees are able to point to how it has supported their development, helping them and their service to improve.

However, as it has developed over the years the process has grown, and feedback from managers and employees indicate that it has become overly long and that a review was required. It has also been challenging to deliver in some areas where there are large numbers of dispersed employees and this needs to be addressed.

The Investors in People (IiP) review in 2009 also highlighted further improvements in the KIE as part of our continuous improvement. Comments made by the external assessor included a number of suggestions;

- The need to provide more consistency
- To ensure that all employees are included in the process
- The need to apply the six monthly review on a more structured basis
- To better monitor the delivery of KIEs to keep up the momentum.

- Managers and leaders need ongoing support in how to use the KIE to positively encourage people to embrace change to meet the aims of the organisation.

### **3. Plan for Development and Improvement**

To improve and build upon the current KIE process the plan includes;

- A restating of the critical importance of the KIE and what it is there to deliver. This will form the basis of future communication and commitment from the top.
- An updating of the KIE documentation to rationalise the process whilst increasing the focus on performance management and outcomes.
- A migration to an on- line process.
- Further training and development for managers and employees.
- An improved monitoring process for application, quality and alignment of objectives.

### **4. The Purpose and Value of the KIE Process**

#### **4.1 An Agreed Purpose**

KIE is a leadership process which enables people to understand what is expected of them in their role, how they contribute to strategic objectives and what support they need to deliver it. It is the link between strategic outcomes, plans, and operational delivery through people.

#### **4.2 Agreed Objectives**

- To have in place a formal process for employee engagement at line manager level to ensure employees' contribution in delivering the organisations objectives are recognised and valued.
- To embed a performance management culture that enables all employees to deliver their best against agreed objectives.
- That all employees have an opportunity to discuss and shape objectives with their manager and know what is expected of them.
- That all employees receive feedback on their performance in order to improve and to recognise and celebrate success.
- That all employees are supported to deliver their objectives through communication, development and learning.
- That the organisation has aligned objectives from the Corporate and Community plans, that cascade through strategic, service and individual plans.

## **5. The Improved Process**

### **5.1 KIE Documentation**

The KIE documentation has been updated and attached as per appendix 1. The documentation reflects the feedback from managers and employees and has been discussed with employees and trade unions. The documentation will meet the current need for the majority of managers who use a paper based approach. In parallel to this an e- enabled system is being rolled out, along with a Skills Audit Tool, referred to later in the report. The e-enabled system will use the same format as the paper-based approach. With the roll out of the Skills Audit technology and the new HR/payroll system, the process will, over time, become e- enabled.

### **5.2 Delivering to Large Numbers of Dispersed Employees**

The new documentation is designed for use with large groups of dispersed employees delivering similar roles. Often for these groups of employees a group KIE can be delivered via team meetings to agree objectives for the service, what it means for the individual and how they all contribute to outcomes for people.

To realise the value of the discussions between a group of employees, a follow up, one to one discussion should be held to identify any further skills requirements or support needed, with opportunities for feedback.

## **6. Communication and Training**

6.1 Management training to deliver the improvements is key to its success. The training is now delivered on a consistent basis across the organisation with one training package, reflecting the aims & objectives of the KIE process identified in this report

6.2 Training delivered this year has included;

KIE refresher training:  
Sessions held: 26  
Numbers of people attended: 228

KIE online:  
Sessions held: 14  
Numbers of people attended: 200

Guidelines for managers and employees to use prior to and during the KIE is also available on the intranet.

### 6.3 Communication

A team brief was cascaded across the organisation in April 2010. This restated the objectives, purpose and value of the KIE, and made clear the expectations of all managers and employees.

### 6.4 Specific Support for those Employees using the e-enabled Process

Specific training is being delivered on an ongoing basis to staff using the e-enabled system. Employees within HR teams have been trained to develop the electronic system and to generate reports. In addition employees requiring IT assistance to operate the electronic system are offered training.

## **7. Improve the Monitoring Process.**

Monitoring the KIE process has been challenging. The e-enabled process allows for immediate monitoring of completed KIE. For those managers/employees delivering the KIE using the paper based approach, we are reliant upon the forwarding of information. All managers and employees will be asked to inform their HR/OD Teams when KIEs have taken place. As the e-enabled process rolls out, the data relating to take up will improve. This will be further supported through integration with the new HR/Payroll system, which will form part of a suite of performance management information available across the organisation.

The data at the moment is measuring the up take of KIE by numbers. The quality of the KIE process is clearly also a priority. Initial feedback from employees and feedback from the liP assessment, has informed the changes already in place. Qualitative feedback will be sought through focus groups and capturing views via current training activities.

## **8. The Six-month Review.**

Further improvements need to be made to strengthen the six month review. The purpose and value of the review has been included in the training. Further consideration is being given to the format of the review. The purpose is to check progress against objectives, ensure that feedback about performance is timely and to give the opportunity for employee feedback.

## **9. Skills Audit Tool - Current Position**

### 9.1 Background

In July 2008 Cabinet approved the purchase of the Skills Audit Tool from Jobs Go Public. This tool and the on-line facility has been adapted so that KIEs can be delivered on-line, at the same time as completing a skills audit.

## 9.2 The Purpose of the Skills Audits

The organisation currently holds a limited amount of skills data relating to employees competency levels in a range of inconsistent formats which is hard to gather. The skills audit directly supports The National Skills Pledge to improve the accredited skills level of the workforce by enabling us to measure and benchmark skills levels.

Skills audits will support workforce planning, as knowledge of our skills base will enable us to better highlight future skills gaps. As part of our approach to reshaping the workforce it will also enable us to identify groups of employees with required skills levels, and to target re-training more effectively.

The skills audits also cover Wirral's leadership and organisational behaviours, strengthening the opportunity for feedback and development with these as a base.

## 9.3 The Benefits of an on- line Skills Audit

The benefits on an e-enabled system, combined with the skills audit have been confirmed through the initial stages of the roll out. The benefits are highlighted below;

- A speedy process that reduces manager/ employee time collating information and increased levels of accuracy.
- The skills audit tool captures skills, competencies and qualifications in a single place and enables learning and development opportunities to be accessed.
- Individuals can retrieve all learning and development opportunities available and track the authorisation process.
- Information on all employees' current skills profiles will be available and can be cross referenced against future needs.
- Competency levels can be cross referenced against the requirement of the post, and learning and development activities can be identified to support increased levels of competency.

## 10. Longer Term Improvements

The following Improvements have been programmed to deliver over the next three years;

1. Access to the e-enabled system for all employees.
2. Improved monitoring, both quantitative and qualitative.
3. To strengthen the feedback process using tools such as 360 degree feedback
4. To link with improved, coordinated organisational training requirements

5. To continue to strengthen and embed the process, aligning it to organisational change and improved performance management.

## **11. Recommendations**

The Employment and Appointments Committee is asked to note the improvements to and progress in delivering the KIE process across the organisation and to comment on the proposals detailed in the report.

EMPLOYEE NAME:	MANAGER NAME:
BRANCH/DIVISION:	DATE OF LAST REVIEW UNDERTAKEN:
SECTION/TEAM:	DATE OF CURRENT KEY ISSUES EXCHANGE:
PAYROLL NUMBER:	DATE PLANNED FOR NEXT 6 MONTH REVIEW:
JOB TITLE:	

Note for Managers: Please ensure you advise your HR section when you have undertaken Key Issues Exchange meetings with your employees by sending a copy when completed to your Departmental HR team.

This information is reported upon and supports effective workforce planning and development.

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Section 1: Looking Back to 2009 / 2010

The last 12 months - add comments against each area, try to be specific and give examples.

What were your objectives last year? How were they achieved?	What went well / what did you achieve?	What did not go well / what did you not achieve? What did you learn from this?	What learning opportunities did you undertake and how did they help you meet your objectives?	What can we share and celebrate?


Section 2: Looking Forward to 2010/ 2011

Key Objectives for the next 12 months (additional sheets can be inserted if required)



Obj Ref	Objective What needs to be achieved (be SMART) Specific – Measurable – Achievable – Relevant - Timebound	How will you know when the objective has been achieved?	When must it be done by?	Support What's needed to complete the actions, including any support	Strategic Objective Enter the relevant number (see below)	Corporate Behaviour Enter those needed to deliver objectives

Strategic Objectives:

To create more jobs, achieve a prosperous economy and regenerate Wirral.

To create a clean, safe and sustainable environment.

To improve health and wellbeing for all, ensuring people who require support are full participants in mainstream society

To raise the aspirations of young people

Create an excellent Council

Section 3: You

Personal Development Plan (include all essential training needs i.e. legislative or role specific)

Essential Training		Received	Required	Information Checklist	Yes
HR Policies & Procedures		<input type="checkbox"/>	<input type="checkbox"/>	Annual Conflict of Interest Declaration Form Signed	<input type="checkbox"/>
Attendance Management		<input type="checkbox"/>	<input type="checkbox"/>	ICT Security Policy Read and Understood	<input type="checkbox"/>
Health & Safety		<input type="checkbox"/>	<input type="checkbox"/>	Core communications received (One Council, Team Meetings etc)	<input type="checkbox"/>
Equality & Diversity		<input type="checkbox"/>	<input type="checkbox"/>	Equal Opportunities Monitoring Information up-to-date	<input type="checkbox"/>
Induction (New Employees)		<input type="checkbox"/>	<input type="checkbox"/>	Wirral Behaviours (H & S)	<input type="checkbox"/>
What is the highest level of qualification you hold and is it required in current role?					
What skills, knowledge and abilities do you have that are not utilised in current role but could benefit the organisation?					
Do you have basic level numeracy, literacy and IT skills? If yes when were these last assessed? If no would you like an assessment?					
Obj Ref	What learning is required to help you achieve your objectives?	What are your learning objectives?		How will this learning be met? e.g. coaching, shadowing, training	

Formal requests for training should be submitted to your departmental training co-ordinator using an authorised Training Request form. A copy is available by clicking on this link: <http://10.107.1.50/Personnel/Forms/TA1.doc> on the intranet.

Signed (Employee):

Signed (Manager):