

WIRRAL COUNCIL

CABINET

22 SEPTEMBER 2011

SUBJECT:	PERFORMANCE MANAGEMENT
WARD/S AFFECTED:	ALL
REPORT OF:	THE CHIEF EXECUTIVE
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR ADRIAN JONES
KEY DECISION?	YES

1.0 EXECUTIVE SUMMARY

1.1 The purpose of the report is for Cabinet to consider the proposed performance appraisal and development framework. This will include performance appraisal and development for The Chief Executive.

2.0 RECOMMENDATION/S

2.1 It is recommended that Cabinet agree:

- i) The proposed Performance Improvement Framework for the organisation
- ii) The proposed Leadership and Management Expectations Framework for all Chief Officers, Heads of Service, Senior Managers .
- iii) The proposed Wirral Values and Behaviours for the Council.
- iv) The proposed performance appraisal and development framework and supporting documentation, for all Chief Officers, Heads of Service and Senior Managers.
- v) The proposed roll out and training plan.

2.2 An evaluation report following the roll out of the performance appraisal and development process to Chief Officers, Heads of Service and Senior Managers will be provided to the Cabinet. This will inform the roll out of the performance appraisal and development process to the rest of the organisation.

2.3 That the Performance Management report be referred to the Employment and Appointments Committee for consideration and approval.

3.0 REASON/S FOR RECOMMENDATION/S

3.1 To improve the performance of the organisation, targeting in the first phase, the leadership, with articulated expectations and the performance appraisal and development process. This will be underpinned by the behaviours and values for the whole organisation.

3.2 The performance appraisal and development framework will support a performance management culture and contribute to the Council's objectives by ensuring a well led, skilled, committed and flexible workforce working on behalf of Wirral residents.

4.0 BACKGROUND AND KEY ISSUES

4.1 Background

The Council's current Key Issues Exchange (KIE) process has been in place since 2001. While the KIE process has delivered well in the past, recent returns rates indicate that a refreshed and updated approach is needed. The proposed performance appraisal framework replaces KIE at the senior level. However, KIE will continue for the rest of the workforce until early next year.

4.2 Performance Improvement Framework

The Performance Improvement Framework illustrates how the Council's vision and purpose, detailed in The Corporate Plan, are delivered through the Corporate Planning process and the Council's Performance Information Management System (PIMS).

The delivery of the Council's vision and purpose is supported by the Council's expectations of its workforce in relation to Leadership and Management (see section 5), and Wirral's Values and Behaviours (see section 6). Individual objectives are agreed to deliver the Council's objectives, Corporate Plan and Departmental Plan, meeting the leadership and management expectations underpinned by the values and behaviours. The proposed performance appraisal and development process includes a personal development plan and 360 degree feedback for senior managers. Interventions to improve performance can be accessed through the Council's Training Programmes, Skills for Wirral: Managers and Skills for Wirral: Employees programmes.

The outputs are the improved delivery of the Council's corporate and departmental objectives, as well as individual employee's objectives. The outcome therefore is that the Council's vision and purpose are delivered for the residents of Wirral. The Performance Improvement Framework is attached at Appendix One.

5. The Leadership and Management Expectations Framework

The Leadership and Management Expectations Framework sets out the expectations for all managers. The Expectations Framework articulates what is expected of managers in their role and will be used in setting objectives and assessing of performance.

The proposed Leadership and Management Expectations Framework will form the basis of the Skills for Wirral: managers Training Programme, with modules for each of the key areas. The proposed Leadership and Management Expectations Framework is attached at Appendix Two.

6. Wirral Values and Behaviours

6.1 Current Competencies / Behaviours

The Council's current KIE process has identified corporate and leadership behaviours, which have been in place since 2001. A new set of values and behaviours have been developed using feedback from Senior Managers and focus groups of staff, including Trade Unions.

6.2 New Values and Behaviours

It is proposed that new corporate values and behaviours are established as part of the performance management framework.

The purpose of values and behaviours is to define not just what we do but how we do it. This is an important art of developing the culture of the Organisation. The proposed values and behaviours use the acronym 'PERFORM', and are based on the key messages from the Council's Corporate Plan, input from the Senior Manager's briefings held in May 2011, Heads of Service Away Day and Employee Focus Groups held in June 2011. The PERFORM values and behaviours are attached at Appendix Three.

7 The Proposed Performance Appraisal and Development Framework

7.1 Purpose of performance and development appraisal

Performance appraisal and development is an important part of the performance management process. The purpose of performance appraisal is to:

- Improve the performance of the workforce.
- Improve the leadership and management of the organisation
- Clarify expectations of employees.
- Ensure that Council employees are supported at a time of rapid organisational change.
- Align performance outputs and outcomes to the objectives of the organisation.
- Recognise and celebrate the achievement of our employees.
- Develop employees to improve performance through learning and feedback.

7.2 The aims of the performance appraisal and development process are:

1. To ensure that all employees are aware of and fully understand the organisation's purpose and goals and what is expected of them.
2. To ensure that all employees are aware of and fully understand their role, and the contribution they make to the Council's goals and targets.

3. To ensure that all employees are engaged with and committed to delivering excellent services for Wirral and the Community.
4. To increase the capability and performance of the workforce.
5. To create an organisational culture and environment that encourages and promotes excellent performance and performance management.
6. To provide a framework to enable discussions about performance and future expectations.
7. To identify, analyse and meet the learning and development needs of individuals to empower and improve the performance of the workforce.
8. To recognise and celebrate the progress and achievements of individuals and the workforce.

7.3 Output of The Performance Appraisal and Development Framework

1. A set of agreed, measurable objectives for the individual that link to the team, service and Council's objectives.
2. An agreed development plan that identifies the support requirements for the individual to deliver the objectives, including skills and behaviour requirements.

7.4 Delivery of The Performance Appraisal and Development Framework

The performance appraisal process will be delivered by managers. The process will continue to be a two way process with input and feedback from the employee being an important element of objective setting and identification of development needs. Managers will be supported by a comprehensive training programme (see 10.1).

7.5 Monitoring of Performance Appraisal and Development

It is proposed that the performance appraisal and development process is overseen by the senior manager at each level. The performance appraisal and development form (attached at Appendix Four) includes a requirement for the performance appraisal and development process to be signed off by the manager's manager (The Grandparent approach). This approach will provide quality assurance for the process and will in turn form part of the performance appraisal for all managers, ensuring every manager is accountable for the performance appraisal and development of their team

The Senior Manager's will

- 1) Monitor to ensure the performance appraisal and development process has been completed for all employees and report this to Chief Officers.
- 2) Carry out standardisation checks of scoring across their management team.
- 3) Support Managers / employees in the event of a disagreement on an allocated score.

7.6 Feedback on Performance

It is part of the managers' role to assess an employee's performance against the agreed objectives and provide feedback to the employee ensuring that the employee will be able to understand and learn from the feedback.

It is proposed that the new performance appraisal and development process takes into account 360 degree feedback which is based on Wirral's values and behaviours. The 360 degree feedback will take place at the six month review.

7.7 Assessment of Performance Against the Agreed Objectives

It is proposed that the following scoring system is used to assess an employee's performance:

N/A – Not applicable due to other factors.

1 = not achieved

2 = partly achieved

3 = fully achieved

4 = exceeded

The proposed performance appraisal and development process will ensure that regular discussion on performance against objectives takes place through regular one to one meetings and the formal six monthly review meeting. This will include the identification of appropriate support, learning and development.

7.8 Timing of Performance Appraisal and Development

The timing of the new performance appraisal and development process will align with The Corporate Planning process when introduced and will be embedded as follows:

Process	Date
Corporate Plan	March
Departmental Plan	April
Service/Team Plan	April/May
Individual Performance Appraisal	May - September

8 Links to Current Process of Performance Management

8.1. Current Supervision Process

In both Children and Young People's and Adult Social Services there already is the practice of "Supervision" embedded as a crucial aspect of our safeguarding responsibilities. Supervision meetings are a regular meeting between the supervisor and the employee to review caseloads and practice. This process is an

essential part of the quality assurance of working with both vulnerable children and adults. It is proposed that the practice of Supervision is mirrored across the Council with regular one to one meetings between a manager and an employee taking place on a monthly basis.

8.2. Link to other People/HR Policies

- It is the responsibility of the manager to deliver the performance appraisal and development process, including the six monthly review, and regular one to one meetings for all the employees they manage. It is proposed that managers are held accountable for completing the performance appraisal and development process by making this a formal component of the manager's own performance evaluation.
- The proposed performance appraisal and development process will introduce a requirement for all senior managers, to participate in their performance appraisal and to facilitate their own personal development as a part of this.
- The proposed performance appraisal and development process will ensure that regular discussion on performance against objectives takes place through one to one meetings and the formal six monthly review meeting. Employees who are not able to deliver their objectives will be supported and encouraged to improve. This will include the identification of appropriate learning and development.
- Where employees are not performing within their job all informal processes will be followed and exhausted, including appropriate discussion, development and support, before re-course to the Council's capability procedure.

9. The Performance Appraisal and Development Process

9.1. Year One Objective Setting

1. The manager and employee will reflect and discuss the employee's performance over the last 12 months, making reference to any agreed objectives. The discussion will include feedback on what went well, and what needs to be improved.
2. Objectives will be set for the forthcoming year with input and agreement from the employee. Objectives will be SMART: Specific, Measurable, Achievable, Relevant, Timebound, linking to performance outcomes, with the required outputs clearly identified and understood by the employee. The objectives will cascade from the Corporate Plan, Departmental Plan and Service Plan. The objectives will incorporate the new values and behaviours and provide information on how the tasks/activities should be delivered.

9.2. The Personal Development Plan

The performance appraisal and development discussion will include identification of learning and development requirements that will support the employee to meet the agreed performance objectives. These requirements will form the basis of a development plan for the employee. This will then feed upwards into the Corporate

Learning and Development Programme and will inform the learning opportunities and courses offered in the future.

9.3. Six Month Review

Six months after the first Performance Appraisal and development meeting the manager and the employee will have a formal review to discuss the employee's performance and progress on performance and their agreed objectives. This will include recognising achievement and success and the identification of any further support that may be required.

9.4. Performance Appraisal and Development Interview – end of year one

1. At the end of year one, the manager and employee will review the employee's performance over the last 12 months against the agreed objectives. This will include the Manager evaluating the employee's performance with a score (see 5.5), and providing feedback on performance.
2. For managers, the discussion will include 360 degree feedback gained against the appropriate behaviours.
3. The performance appraisal and development process will include recognising and celebration of achievement and success, and discussion on further support and learning and development if required. The review of learning and development for the next 12 months will feed into the employee's development plan.

9.5. Repeat cycle

The performance appraisal cycle will be repeated on an annual basis, with a formal six month review, and monthly one to one meetings.

10. Introducing the Performance Appraisal and Development Process

10.1. Training

To ensure that the proposed performance appraisal and development process is successful and has support at all levels across the organisation, the following training modules are proposed:

Module One Values and Behaviours

- Launch of PERFORM values and behaviours
- Applying values
- Applying behaviours
- Embedding values and behaviours

Module Two Leadership Expectations:

- Embedding excellence in management practice
- Framework for leadership in the workplace
- Key leadership behaviours

- Applying leadership expectations

This module will also be supported by the Wirral Managers programme which will be further developed to align with the Leadership expectations

Module Three Performance Management

- Key principles of performance management
- Key principles of performance appraisals
- Delivering performance appraisals
 - Providing feedback
 - Setting objectives
 - Evaluating objectives
 - Individual learning and development plans
- Embedding a learning culture

The training programme will also be supported by a “Quick Guide Leaflet” (attached at Appendix Five) and “Frequently Asked Questions” (attached at Appendix Six).

10.2. The “Roll Out” Plan

Rolling out Performance Appraisal and Development				
	Performance Appraisal and Development delivered for:	Training for the Appraiser	Briefing for the Appraisee	Delivery of Performance Appraisal and Development
Stage One	Chief Executive and Chief Officers	September/October 2011	September/October 2011	October 2011
Stage Two	Heads of Service	Chief Officers trained to deliver September 2011	Heads of Service briefed to receive October 2011	October - November 2011
Stage Three	Senior Managers	HOS trained to deliver November - December 2011	Managers trained to receive December to January 2012	December - February 2012

11. Embedding Excellence in Performance Management

One of the aims of The Performance management framework is to improve the quality and application of leadership across the organisation. The roll out of the Performance Appraisal and Development will be supported by an improved framework of leadership in the workplace. To achieve the framework and training, it would be expected that regular meetings between managers and their staff take place. This will also continue to be supported by an enhanced Organisational Communication Strategy.

11.1 Improved Leadership in the Workplace

- **One to one meetings**
Throughout the year, the manager and employee will have regular one to one meetings. The purpose of the one to one meetings will be to review and discuss progress on performance objectives, and will focus on performance achievements and challenges with appropriate support identified.
- **Team meetings**
Regular team meetings will take place between all managers and employees throughout the year. The purpose of these meeting is to discuss organisational, departmental and team information and provide an opportunity for employees to give feedback and ask questions.
- **Senior manager meetings**
All departments hold regular senior manager meetings to discuss and make decisions on important departmental issues. Information will be cascaded through the team meeting process as appropriate.

11.2. Improved Communication Strategy

A significant number of improvements have been made to the Council's internal communications. A variety of channels now exist to provide consistent accurate information for employees.

- One Brief
- One Council
- Intranet communications
- Email Broadcasts
- Senior Manager Briefings
- Heads of Service Away Days
- Chief Executive Engagement Plan
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12 The Launch and Roll Out of The Behaviours and Values across the Organisation

The PERFORM Values and Behaviours will replace the existing corporate behaviours and will require managed delivery to ensure that they are understood and embedded throughout the organisation. The Values and Behaviours will be rolled out for the whole organisation by:

- An integrated communications plan
- Briefings to all managers across the organisation
- Heads of Service briefing and discussing the values and behaviours with their employees supported by a suite of consistent communication tools.

The communication and roll out plan will take place over the next six months.

13. Monitoring and Quality Assurance

Over time it will be possible to use the HR system to monitor the appraisal process in terms of participation and completion.

The aim of the quality assurance and monitoring process is to ensure that:

- Performance appraisal and development is delivered
- The objectives are both reasonable and stretching
- The objectives align to the corporate and departmental objectives
- That there are opportunities for discussion at a senior level should any issues need to be resolved

There is an opportunity for positive and constructive comment from the senior manager.

This will be delivered in two ways; through the senior manager signoff process accompanied by the production of reports across the whole organisation. This will mean more effective management of the performance appraisal and development process and its application as well as a means of checking the alignment of objectives and overall quality assurance.

14. RELEVANT RISKS

There are no significant risks from this report.

15. OTHER OPTIONS CONSIDERED

The most appropriate options to introduce and embed a new performance appraisal and development process have been considered.

16. CONSULTATION

The proposed performance appraisal and development process has been discussed with the Trade Unions through the formal, Corporate Joint Consultative Committee (JCC) meetings and at specific meetings to discuss the Council's approach to performance appraisal and development. There will be further discussions with the Trade Unions about the roll out of the Performance Appraisal and Development once the initial stages are complete.

17. IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

There are none arising from this report.

18. RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

The roll out and training plan will be implemented by the Human Resources and Organisational Development Team, supported by Chief Officers in the delivery, and will require managers and employees time to attend training. It is proposed that the performance appraisal and development framework is rolled out on a phased basis, starting with Chief Officers. Further costs will be incurred in the

setting up of the 360 degree feedback process. These costs will be met from the Council's training budget.

19. LEGAL IMPLICATIONS

The Council will ensure that all relevant employment legislation is complied with throughout the performance management process.

20. EQUALITIES IMPLICATIONS

20.1 There are no additional implications.

20.2 Equality Impact Assessment (EIA)

(a) Is an EIA required? Yes

(b) If 'yes', has one been completed? Yes (9 September 2011)

21.0 CARBON REDUCTION IMPLICATIONS

There are no carbon usage implications or other relevant environmental issues arising from this report.

22. PLANNING AND COMMUNITY SAFETY IMPLICATIONS

There are no planning and community safety implications arising from this report.

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APPENDICES

- Appendix One: Performance Improvement Framework
- Appendix Two: Leadership and Management Expectations
- Appendix Three: PERFORM Values and Behaviours
- Appendix Four: Performance Appraisal and Development documentation
- Appendix Five: Quick Guide Leaflet
- Appendix Six: Frequently Asked Questions

REFERENCE MATERIAL

There is no reference material for this report.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date