

WIRRAL COUNCIL

THE EMPLOYMENT AND APPOINTMENTS COMMITTEE

23 APRIL 2012

SUBJECT:	PERFORMANCE APPRAISAL FRAMEWORK
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF LAW, HR AND ASSET MANAGEMENT
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR TOM HARNEY
KEY DECISION? <i>(Defined in paragraph 13.3 of Article 13 'Decision Making' in the Council's Constitution.)</i>	YES

1. EXECUTIVE SUMMARY

- 1.1. The purpose of the report is for The Employment and Appointments Committee to consider the proposed performance appraisal framework, and the development of organisational values by a cross party working group as recommended at Cabinet on 29 March 2012, and The Improvement Board on 30 March 2012.

2. RECOMMENDATION/S

- 2.1. It is recommended that The Employment and Appointments Committee agree to:
- i) The proposed performance appraisal framework and supporting documentation.
 - ii) The proposed approach to the development of Wirral Values and Behaviours.
 - iii) The proposed Leadership and Management Expectations Framework.
 - iv) The proposed roll out and training plan for performance Appraisal to be implemented at Chief Executive, Chief Officer, and Senior Manager levels in the first instance.

3. REASON/S FOR RECOMMENDATION/S

- 3.1. 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 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. BACKGROUND AND KEY ISSUES

4.1. Performance Improvement Framework

The Performance Improvement Framework (attached at Appendix One illustrates how the Council's vision and purpose, detailed in The Corporate Plan, are delivered through the Corporate Business Planning process and cascade through to Individuals,

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 6.1), and Wirral's Values and Behaviours (once developed). The individual performance of all employees is assessed as part of the proposed performance appraisal process which includes a personal development plan, and 360 degree feedback for senior managers. Interventions to improve performance can be accessed through the Council's Skills for Wirral: Managers, and Skills for Wirral: Employees programmes.

The outputs are the delivery of the Council's corporate and departmental objectives, as well as delivery of the individual employee's objectives. The outcome is that the Council's vision and purpose are delivered for the community of Wirral.

4.2. Principles for Proposed Performance Appraisal Framework

4.2.1. Purpose of performance appraisal

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

- Improve the performance of the workforce.
- 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.

4.2.2. The aims of the performance appraisal process are:

- To ensure that all employees are aware of and fully understand the organisation's purpose and goals and what is expected of them.
- 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.
- To ensure that all employees are engaged with and committed to delivering excellent services for Wirral.

- To increase the capability and performance of the workforce.
- To create an organisational culture and environment that encourages and promotes excellent performance and performance management.
- To provide a framework to enable discussions about performance and future expectations.
- To identify, analyse and meet the learning and development needs of individuals to empower and improve the performance of the workforce.
- To recognise and celebrate the progress and achievements of individuals and the workforce.

4.2.3. Output of the performance appraisal

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 the skills and behaviour requirements.

4.3. Delivery of The Performance Appraisal 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 the identification of development needs. Managers will be supported by a comprehensive training programme (see 8.1).

4.3.1. The Leadership and Management Expectations Framework

The Leadership and Management Expectations Framework sets out the expectations for all managers. The Framework identifies the key components of a manager's role, and is aligned to the Performance Management Reporting. It is proposed that all of the components will be assessed as part of a manager's performance appraisal.

The proposed Leadership and Management Expectations Framework will form the basis of a modular programme of development for managers. Further work will be undertaken to review the expectations as we go through the process.

4.3.2 Employee Expectations

As part of the culture development plan it is proposed that we look at how employee expectations can be articulated and how they relate to the values and behaviours. This work does not need to be completed before the Appraisal process for senior managers begins.

4.3.3 Monitoring the performance and development review

It is proposed that performance appraisals are overseen by the senior manager at each level. The performance appraisal form (attached at Appendix Three) includes a requirement for all performance appraisals 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 so that every manager is accountable for the performance appraisal of their team.

The Senior Managers will:

- 1) Monitor that all Performance Appraisals have been done and report 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.

4.4. Wirral Values and Behaviours

4.4.1. Current Competencies / Behaviours

The Council's current KIE process has identified corporate and leadership behaviours, which have been in place since 2001.

4.4.2. New Values and Behaviours

It has been recommended by Cabinet on 29 March 2012, and The Improvement Board on 30 March 2012, that new organisational values and behaviours are established as part of the culture development programme. A cross party working group is to be established with the task of creating a set of organisational values that are enduring upon which performance appraisal can be based and the organisational culture be embedded.

The purpose of the values and behaviours is to define not just what we do but how we do it. This is an important part of developing the culture of the Organisation. Individuals within an organisation should feel a connection to the values and recognise that their own behaviour, and that of their managers and their leaders, affects the way the council goes about its everyday business.

4.5. Feedback on performance

It is part of the managers' role to assess an employee's performance against their agreed work objectives and to provide feedback to the employee so that employees will be able to understand and learn from the feedback, thereby improving in the future.

It is proposed that the new performance appraisal takes into account 360 degree feedback. This approach involves all senior managers undertaking the new performance appraisal, (top four tiers including Chief Executive) being assessed by their manager, their peers, their team and if appropriate, partners. The assessment is carried out on line, anonymously, and the consolidated feedback shared with the manager in question. Managers are assessed against a set of values and behaviours. As we are currently developing our new organisational values and behaviours we can access the 360 degree

feedback using a generic set of Leadership behaviours available from the North West Employers Organisation and used in many other Local Authorities across the North West. This would allow Performance Appraisal to commence for Directors, Heads of Service and Senior Managers.

4.6. Assessment of performance

Once in the process of carrying out the performance appraisal itself it is proposed that the following scoring system is used to assess an employee's performance against both their personal work based objectives and the organisational values and behaviours:

- 1 = not achieved
- 2 = partly achieved
- 3 = fully achieved
- 4 = exceeded

For this assessment of performance to be effective, it is important that managers make it clear to employees what is expected in order for them to achieve a score of 4, what is expected to achieve a score of 3, and what a score of 2 and 1 would look like for each objective.

The proposed performance appraisal 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. Progress in relation to scoring will form part of these discussions.

Managers will support employees who are not meeting their objectives to the required standards to improve. This will include the identification of appropriate learning and development. Where performance consistently falls below the required expectations, this will be dealt with under the Council's capability process.

4.7. Timing of Performance Appraisal

The timing of the new performance appraisal 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

4.8. Links to Current Process of Performance Management

4.8.1. Current supervision process

In the Department of Adult Social Services and The Department of Children's Services, the practice of "Supervision" is already 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. These one to ones will underpin and link to the performance appraisal process.

4.9. Link to HR policies

4.9.1. Manager's Performance Appraisal

It is the responsibility of the manager to deliver performance appraisals, six monthly reviews, and regular one to one meetings for all the employees whom they manage. It is proposed that managers are held accountable for completing performance appraisals by making this a formal component of a manager's own performance evaluation.

4.9.2. Link to the capability procedure

- The performance appraisal process will introduce a requirement for all employees to participate in their performance appraisal and to facilitate their own personal development as a part of this.
- The proposed performance appraisal 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 meeting their objectives to the required standards will be supported and encouraged to improve. This will include the identification of appropriate learning and development. Where performance consistently falls below the required expectations, this will be dealt with under the Council's capability process.

4.10. The Performance Appraisal Process

4.10.1. 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 can 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.

4.10.2. The Personal Development Plan

The performance appraisal 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 kind of courses and learning opportunities offered in the future.

4.10.3. Six month review

Six months after the first Performance Appraisal 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 recognition for success and the identification of any further support required.

4.10.4. Performance appraisal interview – end of year one

1. At the end of year one, the manager and employee will reflect on 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 section 4.8), and providing feedback on performance.
2. For managers the discussion will include 360 degree feedback against the appropriate behaviours.
3. The performance appraisal will include recognition and celebration of success, and discussion on further support and learning and development required. The reflection on learning and development for the next 12 months will feed into the employee's development plan.

4.10.5. Repeat cycle

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

4.11. Introducing the performance appraisal

4.11.1. Training

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

Module 1 - Values and Behaviours

- Organisational values and behaviours
- Applying values
- Applying behaviours

- Embedding values and behaviours

Module 2 - Leadership and Expectations:

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

Module 3 - 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 underpinned by a Performance Appraisal “portal” or space on “E-nable” our E-learning site, and will also be supported by a “Quick Guide Leaflet” (attached at Appendix Four) and “Frequently Asked Questions” (attached at Appendix Five).

4.11.2. The “Roll Out” Plan

Rolling out Performance Appraisal				
	Performance Appraisal delivered for:	Training for the Appraiser	Briefing for the Appraisee	Delivery of Performance Appraisal (PA)
Stage One	Chief Executive	Members trained to deliver June 2012	Chief Executive briefed to receive July 2012	July 2012
Stage Two	Chief Officers	Chief Executive trained to deliver August 2012	Chief Officers briefed to receive August 2012	September 2012
Stage Three	Heads of Service	Chief Officers trained to deliver September 2012	Heads of Service briefed to receive October 2012	October - November 2012
Stage Four	Senior Managers	HOS trained to deliver November - December 2012	Managers trained to receive December to January 2013	December - February 2013

4.14 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. This will be done partially through the senior manager sign off process, but also by the production of reports across the whole organisation. This will mean more effective management of performance appraisal and its application as well as a means of checking the alignment of objectives and overall quality assurance.

Until such a time, a system will be put in place where the completion of Performance Appraisal is communicated by the appraising manager to the Organisational Development Team.

4.15 Embedding Excellence in Performance Management

4.15.1 Delivered by managers

- **One to one meetings**

Throughout the year, the manager and employee will have regular one to one meetings on a regular basis. 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.

4.16 Internal Communication Strategy

The Council uses a variety of channels to communicate with its employees. These include:

- One Brief
- One Council
- Intranet communications
- Email Broadcasts
- Senior Manager Briefings
- Heads of Service Away Days
- Chief Executive communications

Performance Management and in particular the Performance Appraisal approach will be communicated out using a variety of channels.

5 RELEVANT RISKS

5.1 There are no significant risks from this report.

6 OTHER OPTIONS CONSIDERED

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

7 CONSULTATION

7.1 The proposed performance appraisal 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. The Trade Unions understand the purpose of performance management. However, they are clear that they do not expect the performance appraisal framework to be rolled out beyond senior managers without a review of learning and specific work around application.

8 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 None arising from this report.

9 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

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

10 LEGAL IMPLICATIONS

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

11 EQUALITIES IMPLICATIONS

11.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes and impact review is attached

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010/law-hr-asset-management>

12 CARBON REDUCTION IMPLICATIONS

12.1 There are no carbon reduction implications arising from this report.

13 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

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

REPORT AUTHOR: Chris Hyams
Head of Human Resources and Organisational Development
Telephone: (0151 691 8590)
Email: chrishyams@wirral.gov.uk

APPENDICES

Appendix One: Performance Improvement Framework
Appendix Two: Leadership and Management Expectations
Appendix Three: Performance Appraisal Form
Appendix Four: Quick Guide Leaflet
Appendix Five: Frequently Asked Questions

REFERENCE MATERIAL

There is no reference material for this report.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	29 March 2012
Cabinet	22 September 2011