

WIRRAL COUNCIL POLICY AND PERFORMANCE COMMITTEE

15 JULY 2015

SUBJECT:	Performance Appraisal
REPORT OF:	Joe Blott, Strategic Director, Transformation and Resources
RESPONSIBLE PORTFOLIO HOLDER:	Councillor A Jones
KEY DECISION?	No

1.0 EXECUTIVE SUMMARY

1.1 The outturn figure for 2013-14 for completion of Performance Appraisal for all staff was 49%, with a target of 80%.

1.2 The HR/OD function has supported the organisation to improve Performance Appraisal target through:

- Additional support to Managers to assist them to undertake the Performance Appraisal more effectively such as DMT briefings and e-learning training;
- A targeted communication strategy to ensure staff and managers are fully aware of their responsibility to undertake Performance Appraisal;
- Monthly monitoring and report of progress towards targets at DMTs;
- On Line Management Development Training Needs Analysis for Managers to self-assess their knowledge and skills against the management expectations framework.

1.3 The target for 2015 -16 for completion of Performance Appraisals is 80%.

2.0 BACKGROUND AND KEY ISSUES

2.1 BACKGROUND

The Council is committed to delivering Performance Appraisals with our employees as good practice and to ensure that the Council's vision, priorities and values are communicated effectively throughout the organisation, staff know what is expected of them and are supported to deliver it.

2.2 KEY ISSUES

2.2.1 Performance Appraisal Figure for 2014 -15

The 2014/15 target for completion of Performance Appraisals was 80% of all employees, which reflected a significant stretch from the 2013/14 baseline of 65% of

Senior Managers completing Performance Appraisals and 27% of other employees completing KIEs.

The final outturn figure for 2014/15 performance was 49%, which fell below the targeted stretch for the first year of delivery of Performance Appraisal across the Council.

2.2.2 Improvements to Performance Appraisal Process 2015-16

The HR/OD function has supported the organisation to improve performance appraisal target through:

a) Improving Performance Appraisal and Development Briefings on Performance Appraisal

Senior Leadership Team and Departmental Management teams have had briefings on the importance and benefits of Performance Appraisal discussions.

HR Performance Management Information

Directorate Management Teams are receiving monthly updates on progress towards the agreed Performance Appraisal targets, and Directors and Heads of Service can be subject to challenge by Strategic Directors and HR Business Partners, if not on track for completion.

b) Communication

One Brief

Providing an update in One Brief to remind Managers of completion dates for Performance Appraisal, and employees to request a Performance Appraisal meeting with their manager.

Use of Council's Intranet

The communication of Performance Appraisal reminders has been reviewed on the Council's Intranet home page to encourage Managers and staff of the benefits and need to undertake Performance Appraisals.

c) Performance Appraisal documentation

The documentation has been revised providing a clear framework for performance management and development discussions, which included ensuring that corporate governance requirements are discussed

d) Group Appraisal

An exercise has been undertaken to identify groups of staff where conducting one to one appraisal is more difficult. These are large groups of staff doing similar roles, working irregular hours on a dispersed basis. A framework for group appraisal has been developed with an opportunity for individual discussion where requested.

e) Management Development Training Needs Analysis

An one-line training needs analysis had been put in place to enable Managers to self-assess themselves against the Council's management expectations framework. The results form part of the Performance Appraisal discussion with

their manager and inform the commissioning of management development for 2015-16.

2.2.3 Performance Appraisal Target 2015-16

The Performance Appraisal Target for 2015-16 is 80%, delivered to the following timetable. An update on performance will be shared at the meeting of the Policy and Performance Committee.

Job Role	Completion date
Strategic Directors/ Directors / HOS and Senior Managers	31 May 2015
Managers/Team Leaders	30 June 2015
Employees	31 July 2015
	31 August 2015
	30 September 2015

3.0 RELEVANT RISKS

3.1 If the Performance Appraisal is not embedded within the organisation i.e. 80% of Performance Appraisal and Development discussions are completed in 2015-16, this could have a direct effect on the Council delivering its corporate priorities.

4.0 OTHER OPTIONS CONSIDERED

4.1 None

5.0 CONSULTATION

5.1 Consultation with the Senior Leadership Team, Departmental Management Teams and Unions has taken place on the revised Performance Appraisal framework.

6.0 OUTSTANDING PREVIOUSLY APPROVED ACTIONS

6.1 None

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 None

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

8.1 None

9.0 LEGAL IMPLICATIONS

9.1 None

10.0 EQUALITIES IMPLICATIONS

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

No, an Equality Impact Assessment was completed when Performance Appraisal was introduced to the Council in 2013-14

11.0 CARBON REDUCTION AND ENVIRONMENTAL IMPLICATIONS

11.1 None

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 None

13.0 RECOMMENDATION/S

13.1 To note the content of the report

14.0 REASON/S FOR RECOMMENDATION/S

14.1 None

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APPENDICES

None