

CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 17 January 2019
Report Subject	Annual Review of Appraisals
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Committee with detailed completion levels of appraisals completed by service in addition to portfolio.

RECOMMENDATIONS

1	That the Committee notes the progress made against the target set for completion of appraisals for portfolios and the Council as a whole.
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REPORT DETAILS

1.00	Performance Appraisal Report and Progress Update
1.01	The purpose of this report is to provide members with a detailed analysis of completion levels of appraisals across all portfolios.
1.02	This indicator is important because it provides reassurance that eligible employees are receiving appraisals in line with corporate policy.
1.03	Regular, meaningful appraisals help us to drive up performance levels across the organisation, and encourage all employees to be their best. Our aim is to ensure that everyone has a quality appraisal that includes a

	conversation about performance, development and aspirations.
1.04	We have worked hard as a Council over recent years, to stress the importance of appraisals and make sure all employees have the opportunity.
1.05	Performance appraisals, sometimes called performance reviews, are one of a number of performance management tools in use that aim to ensure employees' performance contributes to business objectives, and is used as part of a holistic approach to managing performance.
1.06	Conversations on performance are an integral part of regular 1-2-1 meetings in addition to quality day to day supervision and team meetings which provides opportunities for both parties to provide/receive informal progress updates and request additional support, if required. Managers are encouraged to adopt a coaching style in order to improve performance management and this is supported by a variety of learning and development tools and opportunities.
	Policy and Practice
1.07	All officers with line management responsibility are responsible for completing their individual employee appraisals in accordance with the Councils guiding principles which are designed to identify best practice in conducting appraisals. Preparation time must be given prior to the appraisal. Ratings against competencies should be agreed between the manager and employee.
1.08	The emphasis within the appraisal must be on improving performance. Clear actions to address under performance must be given, where there is exceptional performance this should be reflected in comments within the 9 box grid relating to talent management.
1.09	Managers are responsible for recording on iTrent, the date appraisals take place, the performance rating awarded and the date of any follow-up/review meeting.
1.10	Between 2014 and 2018, the percentage of employees' who have had a performance appraisal increased year on year, with the exception of 2017. As at 31 December 2017, the information held in iTrent indicated that the percentage of our eligible workforce who had an appraisal was 63% (compared to 67% in December 2016). As at 31 December 2018 this figure was 91% which is a significant improvement. The specific detail by portfolio is detailed in Appendix A.
1.11	All outstanding appraisals are required to be scheduled for completion by the end of March 2019.
	Emerging Trends
1.12	The analysis suggests the recording and management of performance is an area that requires further focus and as such it remains a key part of the People Strategy Action plan for 2019/20. This report shows a mixed picture with services employing larger proportions of employees who work remotely

	with varying hours of work experiencing lower completion rates, however, the levels have increased considerably since the last full report to committee in January 2018.
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2.00	RESOURCE IMPLICATIONS
2.01	No new implications as the report captures existing arrangements only.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None, as the report captures existing arrangements only.

4.00	RISK MANAGEMENT
4.01	None arising directly from this report which captures existing arrangements only.

5.00	APPENDICES
5.01	Appendix A: Detailed appraisal outcomes at service level in addition to portfolio.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Sharon Carney, Senior Manager, Human Resources and Organisational Development Telephone: 01352 702139 E-mail: Sharon.carney@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	iTrent – a fully integrated, web based HR, payroll, talent management and workforce planning solution.