

## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Thursday, 18 January 2018
<b>Report Subject</b>	Annual Review of Appraisals
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Senior Manager, Human Resources and Organisational Development
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The purpose of this report is to provide Committee with detailed completion levels of appraisals by 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

<b>1.00</b>	<b>Performance Appraisal Report and Progress Update</b>
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. Regular, meaningful appraisals help to ensure that employees are clear about their objectives and what they need to deliver to enable the Council to fulfil its priorities.  Appraisal is an opportunity for both the manager and employee to have a

1.03	productive and supportive conversation about performance, behaviours, learning, development and support needs. Objectives and demonstration of behaviours are identified through agreement between employee and manager. Evidence of progress, performance and delivery against agreed targets is also measured and identified through joint agreement.
1.04	Performance appraisals, sometimes called performance reviews, is one part of a number of performance management tools that aim to ensure employees' performance contributes to business objectives, and is used as part of a holistic approach to managing performance. Conversations on performance is 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 opportunities.
1.05	<p>Policy and Practice:</p> <p>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, a self-rating from the employee should form the basis of the conversation and feedback provided.</p> <p>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.</p> <p>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.</p>
1.06	<p>Historically, appraisal completion levels have been reported on the basis of information (data) held in iTrent. A fundamental review of the data for each portfolio identified the requirement to establish and apply an agreed set of eligibility criteria so that future reporting is both meaningful and consistent across the Council. This resulted in a number of exemptions being agreed in July 2016, as follows:</p> <ul style="list-style-type: none"> <li>• Schools based employees</li> <li>• Relief/casual workers</li> <li>• Employees on long term sick leave</li> <li>• Employees on maternity leave or undertaking a career break</li> <li>• Employees in their first 6 months of employment (new starters)</li> <li>• Employees working a period of notice (leavers)</li> <li>• Employees whose appraising manager is/has been absent for a prolonged period</li> <li>• Employees of Clwyd Theatre Cymru</li> <li>• Employees engaged on a fixed term contract of less than 12 months duration</li> </ul>

<p>1.07</p>	<p>The revised annual target for completion of appraisals is 100% of eligible employees.</p> <p>Between 2014 and 2016, the percentage of employees' who have had a performance appraisal has increased year on year. In November 2016, the information held in iTrent indicated that 67% had been completed. As at 31 December 2017 the percentage of our eligible workforce who have had their appraisal is 63%. This indicates a downturn from the figures provided in November 2016 which is disappointing. However, the composition of the workforce has seen significant changes since November 2016 which includes the transfer of ADM's ('Aura' and 'NEWydd'). This has had a detrimental impact on the overall FCC figure as previously Leisure and Libraries (now Aura) had high completion rates of appraisals. The specific detail by portfolio is detailed in Appendix A.</p> <p>Also provided in Appendix A is the number of 'scheduled' appraisals before 31<sup>st</sup> March 2018. Assuming all of the scheduled appraisals are completed as planned, the figure as at the end of Q4 will be 77%.</p> <p>As part of an assurance process to ensure that all employees receive an appraisal, any portfolio who has reported less than 75% of percentage completed has been contacted and is required to take steps to improve this position within the next quarter and provide written assurance and progress updates.</p> <p><b>Emerging Trends</b></p> <p>The analysis suggests the recording and management of performance is an area that requires further focus and this will be a key part of the People Strategy Action plan for 2018/19. 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. Similarly in areas of major restructuring it has taken time to establish new reporting lines and this has impacted on completion levels.</p> <p>The completion rates for performance appraisals have declined in some areas when compared to the last detailed report presented to committee in November 2016. This decline is not a reflection of the introduction of the competency based approach. Neither does it appear to reflect any reduction in the value placed on performance appraisal. Rather it is an outcome of the extent of structural and cultural change which has and continues to take place across the Council.</p> <p><b>Further action and timescales</b></p> <p>Whilst there is a facility within iTrent to record dates when appraisals are scheduled to take place and the overall performance score of an individual, at the present time it does not have the capability to record competency levels, career aspirations or training needs. Demonstrations of alternative modules and systems including iTrent Talent Management and CAMMS PES are planned following which an options appraisal will be undertaken to identify a solution with greater functionality which it is anticipated will make monitoring performance and identifying trends easier and contribute to service/portfolio workforce, development and succession plans.</p>
<p>1.08</p>	<p>Further action and timescales</p> <p>Whilst there is a facility within iTrent to record dates when appraisals are scheduled to take place and the overall performance score of an individual, at the present time it does not have the capability to record competency levels, career aspirations or training needs. Demonstrations of alternative modules and systems including iTrent Talent Management and CAMMS PES are planned following which an options appraisal will be undertaken to identify a solution with greater functionality which it is anticipated will make monitoring performance and identifying trends easier and contribute to service/portfolio workforce, development and succession plans.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	No new implications as the report captures existing arrangements only.

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

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

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A: Detailed appraisal outcomes by portfolio

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Sharon Carney, Senior Manager, Human Resources and Organisational Development  <b>Telephone:</b> 01352 702139  <b>E-mail:</b> <a href="mailto:Sharon.carney@flintshire.gov.uk">Sharon.carney@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p>iTrent – a fully integrated, web based HR, payroll, talent management and workforce planning solution.</p> <p>CAMMS PES – CAMMS Personnel Evaluation System</p>