

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**
DATE: **THURSDAY, 12 FEBRUARY 2015**
REPORT BY: **CHIEF OFFICER (PEOPLE AND RESOURCES)**
SUBJECT: **PERFORMANCE APPRAISAL COMPETENCY BASED MODEL.**

1.00 PURPOSE OF REPORT

1.01 To update Members on the implementation of revised competency based performance appraisal model within Flintshire.

2.00 BACKGROUND

2.01 As the organisation continues to undergo significant change, there is increasing emphasis on requiring higher performance and productivity from our employees at a time of financial constraint and greater demand on our services. Performance management continues to be a priority which creates opportunities for focussed and specific discussions between managers and employees to identify opportunities for development and to appraise both excellent and poor performance.

2.02 Under the next phase of the People Strategy for 2015 – 18, performance and productivity and talent management are identified as critical priorities for the next three years. The implementation of this revised competency based performance appraisal model is an important step in improving and maximising performance and making the most of the skills and talent that we have in the organisation.

3.00 CONSIDERATIONS

3.01 Consideration has been given to the recent appointments of the Chief Officer team and the competencies used within the selection of the Chief Officers. It has been recognised that there is a need to assess competence and to identify and develop talent within the rest of the organisation starting with the Senior Management team as a priority group.

3.02 There is an existing appraisal framework within Flintshire and the inclusion of competencies within that framework is seen as being the most effective way of introducing a progressive approach to

appraisals to include talent identification and succession planning.

- 3.03 The model to be used is competency based and all Chief Officers will be required to aim for 100% completion for their Senior Managers by the end of March. The aim will be to complete appraisals for Managers / Team Leaders by June 2015.
- 3.04 Chief Officers have been provided with all appraisal documentation including a performance rating '9 box grid' which has been recommended by Academi Wales and has been routinely used successfully in other public sector organisations. All management level posts will be appraised in terms of performance against objectives set in 2014/15 together with a review of potential and new objectives consisting of business and corporate related objectives linked to the Council's overall priorities.
- 3.05 Chief Officers will meet as a team in April to collectively review the talent assessment outcomes, and will have an opportunity to review across all portfolio areas the identified talent. There will be a requirement to collectively agree development opportunities to achieve succession planning. A review will also take place of any gaps and risks in relation to talent and succession and actions will be identified to bridge gaps and manage risks, i.e. specific development and coaching for potential successors, investment in new skills etc.
- 3.06 The completion of appraisals will be tracked via the iTrent system which will enable reliable data to be readily available for the organisation and included in Workforce Information reports for Members.

4.00 RECOMMENDATIONS

- 4.01 That Members note the implementation arrangements for the revised competency based performance appraisal model.

5.00 FINANCIAL IMPLICATIONS

The potential costs of providing development opportunities identified through the appraisal process will be considered when development requirements are known. Any opportunities for delivering additional learning and development programmes via the partnership with Coleg Cambria will be maximised.

6.00 ANTI POVERTY IMPACT

None

7.00 ENVIRONMENTAL IMPACT

None

8.00 EQUALITIES IMPACT

The Equalities Impact Assessment is underway and we aim to complete this by mid February 2015. There may be amendments that need to be made prior to extending the use of the model. At this stage, the model has been rolled out to the Chief Officers to use with their Senior Management teams. We will be reviewing the process and taking any feedback which could require amendments to forms/guidelines before we continue to implement across the rest of the organisation.

9.00 PERSONNEL IMPLICATIONS

All employees will be appraised. There is the clear requirement for all involved in the process to commit the time and effort to complete the appraisals successfully.

10.00 CONSULTATION REQUIRED

No formal consultation is required.

11.00 CONSULTATION UNDERTAKEN

The revised model has been shared with the Trade Unions. Feedback has been considered and a commitment given to share any developments or changes needed following the completion of the appraisal process for Senior Managers.

12.00 APPENDICES

The appraisal and talent assessment documentation is attached.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

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