

CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 14 July 2016
Report Subject	Performance Appraisal Report & Progress Update
Cabinet Member	Cabinet Member for Corporate Services
Report Author	Chief Executive and Senior Manager, Human Resources and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide committee with an overview of the completion levels of appraisals across the Corporate Services Portfolios (Governance and People and Resources).

A significant amount of work has taken place over the last few months by managers in all service areas, as part of a fundamental review of our methodology for recording and reporting on appraisal completion levels. This has provided assurance that appraisals are being undertaken in line with corporate policy.

RECOMMENDATIONS

1	That the committee notes the progress made against the target set for completion of appraisals for Corporate Services which is being presented first as a model for future reporting. A more detailed report including Service Portfolios will follow in September 2016.
2.	That the committee accepts the timeline for completion of scheduled appraisals as 30 th September 2016.

REPORT DETAILS

1.00	Performance Appraisal Report & Progress Update
1.01	The purpose of this report is to share with members a detailed update and provide assurance about completion levels of appraisals across the Corporate Services Portfolios (Governance and People and Resources).
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. This is in addition to quality day to day supervision and management practices, which are fundamental to supporting our employees and enabling the delivery of quality services.
1.03	<p>Policy and Practice</p> <p>All officers with line management responsibility across the council are responsible for completing their individual employee appraisals in accordance with the most up to date guidelines, and templates. They are also responsible for updating this information directly onto the Councils system (iTrent).</p> <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 has been undertaken over the last few months, the purpose of which was to validate and update the source data.</p> <p>The review 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.</p>
1.04	<p>The following are currently <i>not</i> included in the eligibility criteria for this performance indicator:</p> <ul style="list-style-type: none"> • Schools based employees • Relief/casual workers • Employees on long term sick leave • Employees on maternity leave or undertaking a career break • Employees in their first 6 months of employment (new starters) • Employees working a period of notice (leavers) • Employees whose appraising manager is/has been absent for a prolonged period • Employees of Clwyd Theatre Cymru • Employees engaged on a fixed term contract of less than 12 months duration
1.05	Over recent years there have been a significant number of post and team changes across the Council. If an existing employee moves to a new post or their current post (e.g. title) changes, the system will automatically reset their appraisal timeline to start from that date. Unless the information is manually transferred to the new post, this remains the case. Equally, if the previous post is not deleted or modified for the new post holder, it can still

	<p>register as overdue once the original 12 month deadline originally set is reached.</p> <p>We will therefore be modifying existing processes and policy to ensure that we can guarantee all transfers and changes are managed in a way to avoid this happening going forward.</p>																																																																																				
1.06	<p>The annual target for completion of appraisals is 95%. At the time of writing this report the percentage of our eligible workforce in corporate services who have a current appraisal is as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Chief Executives</th> <th>HR & OD</th> <th>Finance</th> <th>Pensions</th> <th>Governance</th> </tr> </thead> <tbody> <tr> <td>Headcount (iTrent)</td> <td>56</td> <td>59</td> <td>80</td> <td>27</td> <td>131</td> </tr> <tr> <td>Recognised Exemptions:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Leavers</td> <td>6</td> <td>2</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>New starter</td> <td>0</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Long Term Sickness Absence</td> <td>0</td> <td>2</td> <td>1</td> <td>0</td> <td>2</td> </tr> <tr> <td>Long Term Other Absence</td> <td>0</td> <td>5</td> <td>1</td> <td>0</td> <td>6</td> </tr> <tr> <td>Fixed Term Contract > 1 year</td> <td>0</td> <td>0</td> <td>3</td> <td>0</td> <td>0</td> </tr> <tr> <td>Relief/Casual workers</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Eligible posts</td> <td>50</td> <td>49</td> <td>75</td> <td>27</td> <td>123</td> </tr> <tr> <td>No of appraisals completed</td> <td>38</td> <td>38</td> <td>50</td> <td>16</td> <td>95</td> </tr> <tr> <td>% completed</td> <td>76%</td> <td>78%</td> <td>67%</td> <td>59%</td> <td>77%</td> </tr> <tr> <td>No of appraisals scheduled</td> <td>12</td> <td>11</td> <td>25</td> <td>11</td> <td>28</td> </tr> <tr> <td>% completed</td> <td>24%</td> <td>22%</td> <td>33%</td> <td>41%</td> <td>23%</td> </tr> </tbody> </table> <p>* all scheduled appraisals to be completed by 30th September 2016 and annually thereafter.</p>		Chief Executives	HR & OD	Finance	Pensions	Governance	Headcount (iTrent)	56	59	80	27	131	Recognised Exemptions:						Leavers	6	2	0	0	0	New starter	0	1	0	0	0	Long Term Sickness Absence	0	2	1	0	2	Long Term Other Absence	0	5	1	0	6	Fixed Term Contract > 1 year	0	0	3	0	0	Relief/Casual workers	0	0	0	0	0	Eligible posts	50	49	75	27	123	No of appraisals completed	38	38	50	16	95	% completed	76%	78%	67%	59%	77%	No of appraisals scheduled	12	11	25	11	28	% completed	24%	22%	33%	41%	23%
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1.07	<p>Progress against the target earlier in the year was noticeably slow. This raised concerns at the time as managers were informally reporting more progress than the figures reported on the system.</p> <p>One of the main issues which affects quarterly performance reporting is that it is reported as a cumulative figure over a set financial year. Appraisals, however, are recorded on a rolling basis and can therefore produce a deficit figure as they exceed the 12-month period from the previous financial year.</p> <p>To address this issue, managers will be required to schedule future appraisals on iTrent. This will enable us to establish a baseline forecast for those appraisals due and produce a quarterly target to performance manage against.</p>																																																																																				
1.08	<p>Service portfolios have been tasked with undertaking the same level of review and validation of their source data. A follow-up report detailing the completion levels of appraisals across the Service Portfolios will be shared with members during the Committee meeting of 15 September 2016.</p>																																																																																				

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	None

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	(1) iTrent – a fully integrated, web based HR, payroll, talent management and workforce planning solution.