

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 10 November 2016
Report Subject	Appraisals Substantive Progress report
Cabinet Member	Cabinet Member for Corporate Services
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 by each portfolio. It is a follow-up report to the Committee meeting of 14 July 2016 which reviewed the Corporate Services portfolios.

A significant amount of work has been undertaken 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 completion levels. Appraisals have been completed or are scheduled for completion by 20 December 2016.

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.
2.	That the Committee accepts that periodic reports will be included in the quarterly performance reports.

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. 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.
1.03	Appraisal should be an opportunity for both the manager and employee to have a 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	Appraisal is one part of a wider performance management picture. In addition to quality day to day supervision, employees are encouraged to have regular 1-2-1 meetings, and both formal and informal progress review meetings.
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 and to provide some examples in creating and measuring objectives.</p> <p>Preparation time must be given prior to the appraisal. Ratings against competencies should be agreed between 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>Appraisal ratings should be recorded by the manager on iTrent for each employee.</p>
1.06	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.

	<p>The following exemptions for inclusion in this performance indicator were agreed in July, as follows:</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 <p>The revised annual target for completion of appraisals is 100% of eligible employees. At the time of writing this report the percentage of our eligible workforce who have had their or scheduled to receive their appraisal is as detailed in Appendix A.</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	Appendix A: Detailed appraisal outcomes by portfolio

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

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