

14 January 2014

PERFORMANCE APPRAISAL

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1. Purpose

1.1 To provide an update on the actions planned in readiness for the performance appraisal cycle in 2014/15 as contained within paragraph 3.6 of the report to Audit Committee dated 24 September 2013 provided by Morag Shaw. Further copy attached at ANNEX A for ease of reference.

2. Recommendations

2.1 That the Committee notes the progress against arrangements for ensuring that internal audit outcomes are linked with performance appraisal

2.2 That the Committee notes the proposed learning and development plan for the 2014/15 cycle given feedback from line managers and the outcome of the quality sampling process.

3. Progress

3.1 **Consideration of governance issues:** A number of updates to the online system have been scoped and will be implemented by IT in early January 2014. These to include prompts requiring the manager and employee to consider governance issues and Internal Audit outcomes more specifically during the appraisal process.

3.2 **HR quality sampling:** HR undertook a quality sampling of five percent of all online completed appraisals from 2013.

In order to manage and drive performance improvement the quality sample looked for evidence that individual objectives were linked to team and service plans and overall Council objectives; that these objectives were SMART and that further individual development and training needs had been considered. Feedback on the findings of the quality sample was provided in December 2013 to each Corporate Director and relevant Assistant Director

3.3 **Learning and development support:** The proposed programme of skills workshops and bespoke support for managers and employees has been drawn from the outcome of the quality sampling exercise together with a mini survey undertaken in November 2013 to understand what managers needed from appraisal training.

3.3.1 Managers will be offered:

- Half day classroom based training sessions on appraisal skills.
- Bite size/lunch and learn sessions for soft skills:
 - making the competencies real
 - giving feedback
 - writing SMART objectives.
 - holding difficult conversations
- Bespoke support for service groups in soft skills
- 1 hour classroom based training sessions on OASYS (online system)
- Surgeries for OASYS for 1:1 assistance

3.3.2 Employees will be offered:

- 1 hour classroom based training sessions on OASYS.
- Surgeries for OASYS for 1:1 assistance

All interactive guides (available to managers and employees via the intranet) will be updated to reflect system changes and to provide further support on areas of improvement as identified by the quality sampling.

4. Implications

4.1 Policy

The guidance and training material to be updated to support the Performance Appraisal process.

4.2 Resources and Risk

There are no direct resource implications.

x	Capital	x	Revenue	x	Accommodation
x	IT	x	Medium Term Plan	x	Asset Management

4.3 Legal

There are no legal implications.

4.4 Other Implications

<input checked="" type="checkbox"/>	Equalities / Diversity	<input checked="" type="checkbox"/>	Sustainability	<input checked="" type="checkbox"/>	Human Rights
<input checked="" type="checkbox"/>	E-Government	<input checked="" type="checkbox"/>	Stakeholders	<input checked="" type="checkbox"/>	Crime and Disorder

Background Papers: None