

Appraisal

Performance Select, item 7

Committee: Performance Select

Date: 9.3.2006

Title: Appraisal

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(HR)

Agenda Item

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Summary

1. Last year (2005) the number of appraisals returned to HR for recording and follow up of training requirements was not acceptable. This report outlines the measures taken by Executive Manager, (HR) and EMT to manage the situation and to ensure those staff due an appraisal have them this year.
2. Some employees such as those on long term maternity, adoption leave, sickness absence or probation, will not be included in the figures used for monitoring purposes. Those employees within the recycling and refuse area will not be included in the group to be appraised and monitored until their new scheme is introduced post TUPE transfer, (April 2006).

Recommendations

3. Members note the actions taken by HR and EMT to require appraisals to be conducted and to monitor the results.
4. Members note that the re introduction of appraisal is linked to several other initiatives.

Background Papers

5. Committee Minutes

Impact

Communication/Consultation	
Community Safety	
Equalities	Unfair if some of our employees have the opportunity to be appraised and developed and others do not
Finance	
Human Rights	
Legal implications	
Ward-specific impacts	
Workforce/Workplace	Cannot develop our workforce without the Performance Appraisal Review and Individual Development Plan

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Situation

6. A leadership development programme for managers reporting to EMT is mid way through. Three Cohorts are attending the programme which includes 360 degree appraisal, Myers Briggs type inventory, OPQ, course attendance, coaching and action centred learning. Leadership plays a key part in creating a culture of appraisal and directed development and this programme is seen as an underpinning feature of improving access to appraisal for employees from 2006.
7. In addition, a Competency Framework for Employees has been developed in consultation with Essex County Council. This joint work was funded by a bid made by the Essex HR Partnership and granted by the ODPM. (Copies of the framework will be made available on the evening).
8. The competency framework has been developed to reflect the skills and abilities needed to deliver our services now and in the future. It is directly related to the requirements of roles within the Council and is designed to be used in the recruitment, appraisal and development of our staff. The competencies are now a strong component of the new appraisal process. Our employee development opportunities and the design of training are aligned to the competency framework.
9. A new Appraisal form (copies will be available on the evening) has been developed to link to the framework. The form has also been developed in line with the previous years feedback. For example the scoring framework has been removed and it is now heavily biased towards development based on competency, future needs of the employee, the organisation and corporate/service plans.
10. Robust monitoring of the completed appraisals has been put in place using both the HR Snowdrop workflow system and EMT meetings. There will be a monthly report on progress to EMT and any exceptions reported upon by them. EMT is aware of those appraisals that were not concluded last year and will be monitoring the situation carefully.
11. At the end of the Appraisal timetable (February to July) a report outlining the results will be provided to Members through this Committee.

Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
Appropriate appraisals (including individual development plan) not completed and development needs not recorded/followed up	Low	High	New appraisal form development focused, no scoring. Snowdrop now used to record appraisals. Workflow used to progress chase. EMT monitoring on a monthly basis