

BRISTOL CITY COUNCIL

HUMAN RESOURCES COMMITTEE

17th December 2015

Report of: Richard Billingham (Service Director: Human Resources)

Title: Performance Management

Ward: N/A

Officer Presenting Report: Richard Billingham

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RECOMMENDATION

That the Committee notes the report.

Summary

The purpose of this report is to update the Committee on the implementation of a new performance management system.

The significant issues in the report are:

- The previous PMDS system was inconsistently applied across services and there was limited evidence as to its impact on the Council's performance.
- A new online performance management system, "My Performance", is being implemented.
- My Performance is intended to be used throughout the year to track progress against objectives – not just once or twice a year.
- The new approach gives equal emphasis to expected behaviours as to performance against objectives.
- An offline version of My Performance will be used for employees who don't have access to Council systems.
- The functionality of the system is likely to be further developed.

Policy

1. None.

Consultation

2. **Internal**

None, as this report is for information only.

3. **External**

None, as this report is for information only.

4. **Context**

- 4.1 Until recently, the Council's approach to individual performance management was called PMDS (Performance Management and Development Scheme). It was paper-based and largely dislocated from the wider corporate planning and performance management system. It was based on an annual cycle that expected objectives to be set and performance to be appraised against those objectives. The Council had limited means to understand where PMDS was being implemented and there were no tools available to evaluate the quality of individual performance management or to use the outputs in a meaningful way to assess the management of poor and mediocre performance or the development of talent.
- 4.2 While some services developed good practice in the use of PMDS, it was inconsistently applied across services. Being offline it provided very little by way of management information to ascertain the effectiveness of objective setting and there was no way to assess the extent to which organisational priorities were being cascaded through services. It further provided limited line of sight on the extent to which employees were being held accountable for achieving against objectives and there were limited consequences, positive and negative, for individuals from the outputs of the process.
- 4.3 The new Business World HR & Payroll system currently being implemented provides only limited performance management functionality. Consequently, following a separate procurement process, an online performance management system has been purchased from Simitive (a Bristol-based company), the cost being contained within the overall budget for Business World implementation. The new system called "My Performance" is cloud-based and will not be integrated with Business World at first, though a process is in place to ensure that the

information in one system mirrors that in the other. The feasibility of integration will be examined in due course.

4.4 My Performance has two management tools that ultimately can be used in conjunction with one another: My Review and My Goals.

4.5 My Review is an online performance review tool that directly replaces the PMDS process. It is based on an annual cycle of objective setting, ongoing review and end-of-year performance appraisal and has the following features:

- Real-time reporting of where each individual is in the review process.
- Progress reports for managers, teams, directorates and the organisation as a whole.
- Email alerts to help reviewees and reviewers complete the process on time.
- Notepad functionality that allows individuals and managers to collect evidence throughout the year.
- Both reviewers and reviewees contribute to the articulation of objectives and development needs, with the reviewer having final sign-off of both.
- Both reviewers and reviewees score performance against objectives set and also expected behaviours, with the reviewer having the final say.
- 9-box matrix to inform workforce planning and assess organisation resilience at team, service and directorate levels and also across management tiers.
- Relevant information is automatically carried forward to future forms.
- Analysis tools and features that use the data collected during the review (eg, learning and development).

4.6 My Review will:

- Improve performance and service delivery and recognise those people with excellent performance.
- Ensure all our people are aware of what they need to achieve and how they contribute to delivering service priorities.

- Be clear about how all our people need to work in delivering services – demonstrating the values and behaviours
 - Enable clear action to manage mediocre and poor performance.
- 4.6 For the declining number of employees who do not have access to the Council's systems, there is an offline version of My Review that can be customised to local needs. Ultimately, the Council aims to have all employees using the online system.
- 4.7 From 2016/17 a single performance planning and management timetable will be introduced with clear windows of activity so that the whole organisation plans to the same timetable and links individual performance management directly with business and service plans.
- 4.8 My Goals is a dynamic tool that enables the interactive and real time management and monitoring of organisational, departmental and individual goals. It is designed to provide a platform for transparency of organisational goals and outcomes and also to expose activity that is currently undertaken but not related to the achievement of corporate priorities. Parameters for the implementation of My Goals are to be decided in due course.
- 4.9 Together these tools directly link the strategic themes and Service Plans to individual and team goals and support leaders to plan, prioritise and identify opportunities to work more closely together to deliver the Council's objectives.

5. Proposal

That the Committee notes the report.

6. Other Options Considered

None.

7. Risk Assessment

None.

Public Sector Equality Duties

- 8a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due

regard to the need to:

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

8b) An equalities impact assessment has not been made on this report because it is largely statistical in nature.

Legal and Resource Implications

Legal

Advice not sought as this report is for information only.

Financial

(a) Revenue

Advice not sought as this report is for information only.

(b) Capital

Not applicable.

Land

Not applicable.

Personnel

None.

Appendices:

None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None.