

Resources Scrutiny Commission



Developing a strong performance culture

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Drivers for change

Current System

The current system used for recording results of performance reviews (My Performance) has been in place since 2015 and will be replaced by iTrent in April 2019 as part of the roll-out of a new single HR and Payroll system.

Why Change?

- Current system is costly and inefficient
- A decline in completion rates over the last two years, due to:
 - Complex sign-off functionality
 - Incomplete and inconsistent use
 - System not integrated with Payroll & HR

Strong Performance Culture

To address this, one of the main priorities in the **Organisational Improvement Plan** is to design and implement a new performance management strategy to increase the levels of participation and quality of performance reviews.

Our performance management goals

- Senior colleagues take visible ownership, and lead the way
- All managers have access to the support they need to have high-quality performance conversations, e.g.: Source content, face to face training
- All managers have 100% completion of their reports' annual reviews as an individual objective
- Every colleague completes their annual review
- Colleagues report that they are having regular, high-quality performance conversations through the annual staff survey



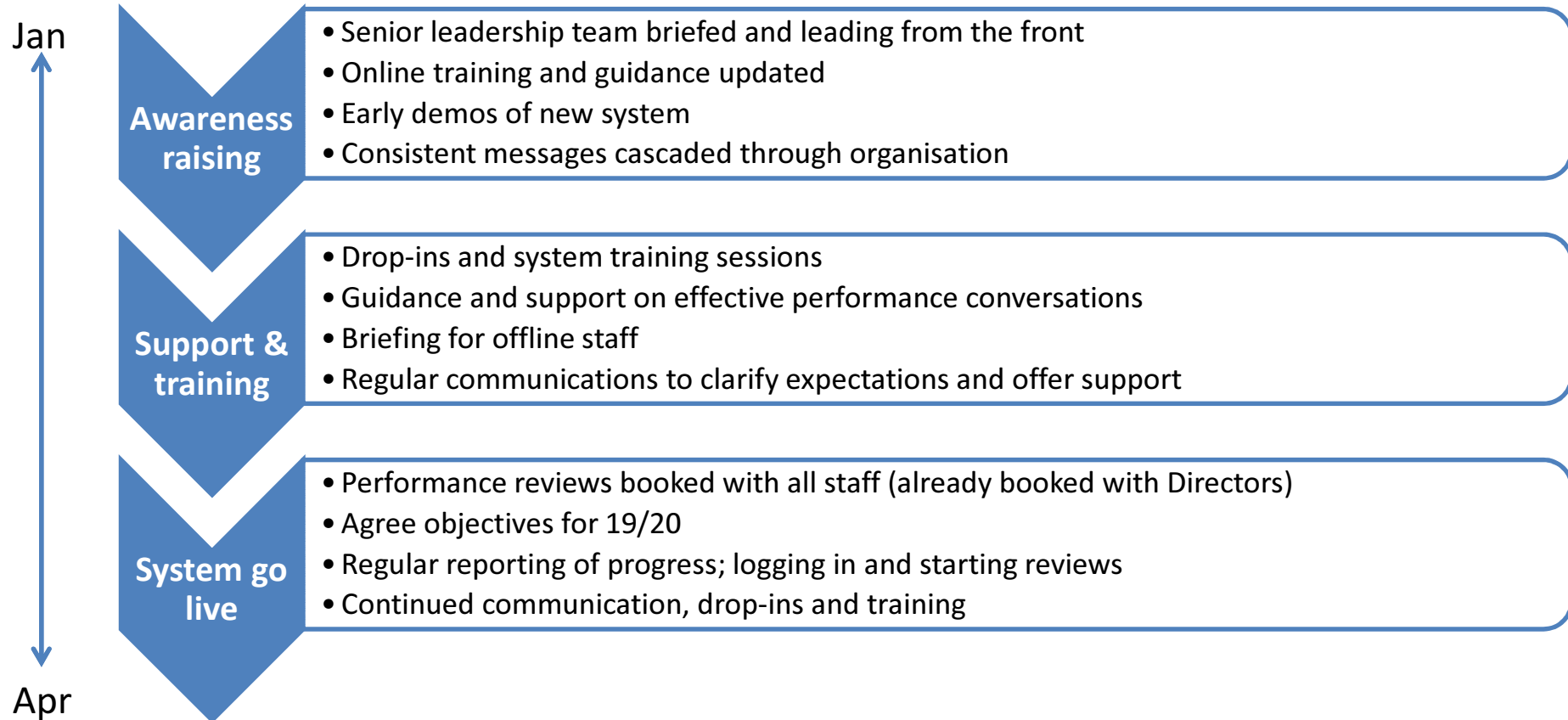
Performance management - it's good to talk

What it looks like when it's working well



- Ongoing conversations throughout the year
 - Gives everyone clear direction for their work
 - An opportunity to recognise good work, or raise any issues early
 - Regularly check-in on people's understanding of how they are contributing
 - Allow us to think about our Values and Behaviours
 - When our 1 to 1s become a habit, six-monthly and annual reviews are simpler and easier
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Implementation and timeline



Ours measures of success

- ✓ All managers and staff are able to record their performance objectives and progress using iTrent – From April 2019
 - ✓ All staff & managers have access to advice and guidance they need; All managers have the opportunity to develop their people skills around quality conversations. Leading to effective performance and talent management – In place by Feb 2019
 - ✓ All staff have a completed annual performance review for 19/20, with real-time management information used to track progress and take action in areas of low compliance
 - ✓ Staff report that they are satisfied with the quality of their performance review – as measured by the staff survey
 - ✓ Completion of workforce development plans for each team, helping to allocate L&D budget for most impactful activities
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Why we are confident it will work

Corporate Leadership Board are leading implementation

User groups from across the organisation have been at the centre of the design of the system and process

Comprehensive communication and training plan

New system is an integral part of day to day management

Real time management information to report on compliance levels

Employee engagement surveys will measure quality of reviews

Key performance requirement for managers to complete reviews

Workforce development plans equip colleagues with skills they need and to develop their career

Reduction in case work

Strong Performance
Culture