

HR Committee

7 March 2019



Report of: Director: Workforce & Change

Title: Performance Management Report - update

Ward: N/A

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Recommendation

The Committee notes the report.

Summary

The purpose of this report is to update Committee on the work underway to build a strong performance culture in the organisation, further to the presentation at its meeting on 17 January 2019.

At the meeting there will be a demonstration on the new performance management system.

The significant issues in the report are:

As part of the introduction of a new integrated HR and Payroll system, we have taken the opportunity to work with service user groups to design a single, standard performance management system. There will be a demonstration of the new system at the meeting.

Alongside the system changes, developing a strong performance culture is supported by visible commitment from senior leaders; a golden thread from corporate strategy through to personal objectives; a values and behaviours framework and a refresh of the associated policies.

The implementation will be supported with information, guidance and training on effective performance management. Effectiveness will be measured by system-use data, employee engagement survey and performance levels.



Policy

1. The Corporate Strategy describes the aspirations for the future organisation, one where we innovate and improve where we need to, ensuring the council is one that people are proud of and which delivers its priorities to high standards.
2. The Organisational Improvement Plan outlines our commitment to design and implement a new Performance Management and Talent Pipeline Strategy. Effective performance management is a fundamental factor in helping the workforce understand their contribution to delivering the corporate strategy and identify the support they need to do their job well.

Consultation

3. **Internal**
Not required because this report is for information only.
4. **External**
Not required because this report is for information only.

Context

5. Background

- (a) The license for the council's current performance management system comes to an end in March 2019. There has been inconsistent usage of the system owing to a complex sign-off functionality; the use of other off-line systems; and the lack of integration with other HR systems.
- (b) As part of the introduction of a new integrated HR and Payroll system in April 2019, we have had the opportunity to work with service user groups to design a single standard performance management system.
- (c) An improved system will provide us with improved management information about completion rates; however this is only one aspect of building a strong performance culture.

6. Building a strong performance culture

- (a) Our Organisational Improvement Plan outlines our commitment to creating an inclusive, high-performing, healthy and motivated work place and become an employer of choice. This includes ensuring all colleagues have regular, ongoing conversations about their performance and development, formalised twice a year with a performance review. This helps give a clear direction for their work, understand how they contribute to the corporate strategy priorities and organisational values, and discuss the support and development needed to do their jobs well.
- (b) To help develop this culture, we have a number of key elements in place:

- Visible commitment from senior leaders
- A golden thread from the corporate strategy and business plan KPIs through to individual objectives
- Clear expectations set out in refreshed policies and processes
- A values and behaviours framework to guide conversations on how we work with each other
- Learning and development plans to help colleagues perform at their best and develop their careers

(c) Developing a strong performance culture will take time. We are putting in place a number of activities to support the implementation of the new system and provide ongoing guidance for effective performance management:

- Continue working with service user groups, senior leadership team and using industry good practice to refine the system and process design
- Starting from the top – performance reviews booked in for senior leaders who will begin the cascade
- Standard approach for all colleagues – including interims, consultants and project managers
- Introducing a 360 feedback loop for managers
- A performance objective for all managers to complete reviews for all their teams each year
- A refresh of the HR performance policy
- System support with online, face-to-face training and drop-in advice sessions– as part of the HR and Payroll system roll-out
- People management skills training – including how to have effective conversations, setting performance objectives and how to manage challenging conversations effectively
- Leadership development programmes include modules on people management skills – first steps to leadership, new managers induction, Bristol Leads

7. Evaluation

(a) We will review the effectiveness of our performance management in a number of ways:

- Compliance data from the system will give us usage and completion rates in the new system and identify target areas in need of further support.
- Reviewing the quality of performance reviews through the annual employee engagement survey
- Reduction in case work due to performance issues being addressed early
- Performance against KPIs in the Organisational Improvement Plan, Corporate Strategy, Business Plan and Equalities and Inclusion strategy
- Findings from LGA follow up peer review

Proposal

8. That Committee notes the report and demonstration of the new system.

Other Options Considered

9. None.

Risk Assessment

8. Not required because this report is for information only.

Public Sector Equality Duties

- 11a) 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.
- 11b) Not required because this report is for information only.

Legal and Resource Implications

Legal

Not required because this report is for information only.

Financial

(a) Revenue

Not required because this report is for information only.

Land

Not applicable.

Personnel

Not required because this report is for information only.

Appendices:

A - Slide deck as presented at 17 January HR Committee

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None.