

**Personnel Committee – 21<sup>st</sup> January 2015**

**Employee Performance Assessment (EPA) and Managers Competency Framework (MCF)**

**1. Summary of report:**

- 1.1 This report provides Personnel Committee with an update on the Council's approach to employee performance management.

**2. Recommendation(s)**

- 2.1 That the Committee are requested to note the contents of this report.



Steve McGowan  
Head of HR

**3. Background**

It is generally accepted and recognised good practice that for staff to excel and make the best use of the skills, knowledge and experience they bring to work, they need provided for them:-

- Clarity on what their objectives are, and what standards of performance and behaviour is expected from them;
- Feedback, both positive and constructively developmental, on how they are performing;
- Opportunities to raise issues that are serving to be blockers, barriers or inhibitors to them achieving great performance for their customers;
- Opportunities to discuss what learning, skills, knowledge or development is needed to help improve their performance.

In 2008 the Council's Corporate Management Team agreed a refreshed approach to management and leadership development driven by a competency and behavioural assessment. In 2010 the Managers Competency Framework (MCF) was approved (this set the standard about what we expect from our managers), and from 2010 it was rolled out for managers in the Council.

Also in 2010, the process for measurement of performance against these competencies, as well as more traditional task based performance was revised and renamed the Employee Performance Assessment (EPA).

#### **4. Recent developments**

##### **Employee Performance Assessment (EPA)**

Following consultation with senior managers across the Council and taking the learning from the recent Grant Thornton governance audit review, the Council's EPA has recently been updated and agreed by the Corporate Management Team, subject to consultation with trade unions.

The key changes that have been made are:-

- To ensure the Council achieves consistency in delivering the core principles of performance assessments, Directors and/or services can develop their own system of performance appraisal as long as it meets the core principles set down, namely :-
  - receive an annual meeting with their line manager to discuss their performance during the previous year;
  - are set appropriate objectives to achieve over the following year;
  - have a discussion with their manager to discuss work activity, blockers and barriers to performance;
  - discuss personal learning and development objectives.

This allows the process to fit in with other mechanisms of performance review that need to be used (for example Social Worker supervision). In the absence of a localised approach the corporate documentation will be used.

- A name change from Employee Performance Assessment (EPA) to Employee Performance Review (EPR)
- Removal of the need for a formal 6 month review
- Removal of the assessment of staff against generic criteria, namely :
  - Professional role
  - Administration
  - Using computers and equipment
  - Time Management
  - Meeting deadlines
  - Creativity
  - Problem Solving
  - Team Working and developing others
  - Steadiness under pressure
  - Flexibility
- When EPAs (or alternative approach) are completed that managers record this as on the People Gateway system
- More of a focus on personal skills and knowledge development, rather than a traditional 'what training do you need' approach

The updated EPA is attached at appendix 1 of this report.

The Council's Corporate Management Team will use the corporate process for performance reviews, in addition before carrying out a review of performance, the Chief Executive will liaise with the relevant portfolio holders and seek feedback on performance and clarify future objectives.

#### **4.1 Managers Competency Framework (MCF)**

In December 2014, the Corporate Management Team agreed to stop using the MCF. In its place, work has been commissioned to develop a new set of leadership behaviours that better reflect what the Council needs going forward.

It is anticipated this work will be completed by April 2015.

##### **Next steps**

##### **January**

- Work to commence on a new leadership charter
- Make minor amendments to the EPR following consultation.

##### **February/March**

- Training for managers on how to carry out appraisals
- Briefing sessions for staff on how to prepare for an EPR

##### **April/May**

- New Leadership charter launched
- EPRs carried out across the Council

#### **5. Resource and Legal Considerations:**

There are no finance or legal implications arising from the contents of this report.

#### **6. Citizen impact:**

Contained within the report.

#### **7. Performance and risk management issues:**

The EPA was implemented to support the mitigation of corporate risks.

#### **8. Equality Implications:**

An equality impact assessment has been completed on the revised EPR document.

#### **9. Consultation:**

The revised EPR is currently out for consultation with managers and trade unions, ready to be in place for the 2015 round of performance management discussions.

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# Employee Performance Review

*Revised December 2014*



## 1. Purpose

The purpose of the Employee Performance Review (EPR) process is to ensure that the performance and development of every employee is managed effectively and fairly.

This involves an annual review of performance, setting individual performance objectives for the year and agreeing learning and development to support achievement. Managers are expected to formally review employee performance annually and through regular one-to-one meetings throughout the year.

The EPR process applies to all employees of Walsall Council with the exception of teachers and school based staff.

The Employee Performance Review (EPR) process consists of four parts:

- 1. A review of performance over the last year**
- 2. Setting performance objectives that are specific and clear for the next 12 months**
- 3. A discussion about barriers or inhibitors to maximising performance**
- 4. Agree personal development objectives for the future**

## 2. Roles and Responsibilities

Managers are responsible for:

- Arranging annual review meetings with each of the employees who report to them and for ensuring that there are opportunities to review progress and learning throughout the year on a regular basis
- Ensuring that appropriate learning and development activities are agreed and available to employees to address learning needs identified during the assessment process
- Providing constructive feedback and guidance
- Making sure that new starters have their EPR meeting no longer than 12 weeks after starting their new job.

Employees are responsible for:

- Taking an active part in the performance review process by preparing for review meetings and one to ones, and for ensuring that they achieve the standards of performance and objectives set at the relevant meetings
- Taking up learning and development opportunities and for managing their own learning



### 3. Effective Reviews

#### Preparation

The review includes an appraisal of agreed objectives. Employees who are being reviewed should make time to reflect on their performance over the previous year in preparation for their meeting. Employees should consider which of their objectives have been met and how; which of their objectives have not been met and why; and to evaluate the learning undertaken.

If, for any reason, you are not happy with the way your EPR is carried out, you should try to resolve any issues with your manager. If this is not possible you should involve your manager's line manager, who should speak to both parties individually before making a decision about how to proceed.

#### Measuring performance

Managers who are reviewing employees should think about how they will measure performance in the coming year. The criteria for measuring performance should be discussed and if possible agreed with the employee at the review meeting. Taking time to gather performance data in advance will make the review meeting more meaningful.

#### Poor performance

The EPR process is necessary to support action to address poor performance. The Council has separate procedures for tackling poor performance formally. Managers should always refer to these in preparation for an EPR meeting if there is any likelihood or evidence that this is the case.

#### Principles

All employees will take part in a formal appraisal process - either the Corporate EPR or an alternative approach developed within service areas.

Where director/service areas wish to use a tailored approach to reflect their own needs, as a minimum, such a procedure must ensure that all staff will:

- receive an annual meeting with their line manager to discuss their performance during the previous year;
- be set appropriate objectives to achieve over the following year;
- have a discussion about what the barriers are (if any) to achieving maximum performance;
- have a discussion about learning and development needs.

A tailored procedure may be created for an entire director area or service area and may be based on the corporate procedure with amended forms and/or use of professional competencies or be a different procedure altogether.

Unless a tailored procedure has been adopted, it will be assumed that the corporate procedure is being used.

### **Recording of EPRs**

All EPRs, whether corporate or tailored, will be recorded as completed on an Employee's People Gateway record and a copy held on their personal file.

**December 2014**





## Employee Performance Review (EPR)

Name of Employee:	
Employee Number:	
Name of Manager (appraiser):	
Date of Review:	

**PART ONE - LOOKING BACK****Review of last year's performance:** *Achievement of objectives and personal development targets*

Objectives/targets from previous year	Completed Yes/No/ Partially	Evidence of results achieved and development completed. (Identify any factors which have affected performance/completion)



**PART TWO – LOOKING FORWARD**

**Setting objectives for the coming year:** *These should be linked to personal/team/director area and Council targets and objectives*

Objectives for the coming year	Evidence of outcomes and benefits <i>What will be achieved from meeting this objective? Are there any key dates?</i>	Target Completion Date

**PART THREE: Blockers / Barriers / Inhibitors to maximising performance**

<b>Barriers:</b> <i>what are the barriers to peak performance?</i>	<b>How will these be overcome?</b>	<b>Target completion date</b>

**PART FOUR: Personal Skills & Knowledge Development**

<b>Personal Development:</b> <i>identify areas for skills development and the required outcomes</i>	<b>How will the development be achieved and supported?</b> <i>e.g. classroom or online training, coaching or one to one support</i>	<b>Target completion date</b>

**PART FOUR – ADDITIONAL COMMENTS**

Appraisee's comments:

Appraiser's comments:

Appraiser's manager comments:

<b>Appraisee's Signature</b>	<b>Appraiser's Signature</b>
Date:	Date:
Signature of <b>Appraiser's Manager</b> :	
Date:	
Date logged on People Gateway	