

CITY OF PLYMOUTH

Subject: Progress Update Appraisals 2010
Committee: Scrutiny
Date: 27 January 2011
Cabinet Member: Councillor Bowyer
CMT Member: Assistant Director HROD
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Ref: Appraisals Analysis as at 2nd November 2010
Key Decision: No
Part: I

Executive Summary:

At the Scrutiny meeting held September 2010, Mark Grimley, Assistant Director HROD provided an update on the implementation of the council's new Competency Framework and Appraisals System and agreed to provide a full analysis of appraisals results as at October 2010, when increments were applied.

This report provides an overview of appraisals conducted between April – October 2010 when increments were applied.

Overall the results are positive and demonstrate that 94% staff received an appraisal – up by 4% on the last round appraisals which were concluded end January 2010.

The 2010 Employee Survey results show that 77% staff thought their appraisal was accurate and fair. Overall, the appraisals process is valued by staff and there appears to be some correlation between an increase in findings around line management and increased levels of appraisals taking place.

Consultations are taking place with managers to assess the impact of their suggested changes to the appraisals process.

Corporate Plan 2010-2013 as amended by the four new priorities for the City and Council:

Raising Aspirations – Promote the positive image of Plymouth through city and regional leadership and support the population in achieving better qualifications and skills.

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

The introduction of the Competency Framework and appraisal system has increased the demand for management and supervision time and time resources across the workforce.

This is seen as an investment in building capacity, improving performance and developing our own talent.

Development of e-forms for appraisal reporting and the upgrade of SAP (Payroll) forms part of the ICT work plan to improve workforce reporting and e-enablement of internal transactions.

There are no direct financial implications as budget models assume all employees receive their annual increment. It is not considered a financial saving where employees do not receive their increment in relation to their performance.

Other Implications: e.g. Section 17 Community Safety, Health and Safety, Risk Management, Equalities Impact Assessment, etc.

None.

Recommendations & Reasons for recommended action:

- Note the report and progress made against CIP 13
- Continue to support and take an interest in the development of staff and the results and impact of the appraisal and competency systems

Alternative options considered and reasons for recommended action:

None proposed.

Background papers:

Overview and information for staff about the new appraisal system:

<http://www.plymouth.gov.uk/homepage/staffroom/employmentinformation/performancemanagement/competencyframeworkappraisal.htm>

Competency framework

<http://www.information.plymouth.gov.uk/2006-intranet/documentlibrary/documents/Competency%20Framework%20Booklet%202.pdf>

Sign off:

Fin		Leg		HR		Corp Prop		IT		Strat Proc	
Originating SMT Member: Mark Grimley, Assistant Director											

1.0 Introduction

- 1.1 Appraisal take-up increased from 90% (Jan 10) to 94% (Oct 10).
- 1.2 Introduction of Manager on Line and E-forms have eased input of data for manager and this, in turn, may have helped improve take-up rates.
- 1.3 The percentage employees not meeting expectations fell from 8% to 4%. Since the trial round of appraisals, managers and employees are confident using the new competency framework and have adjusted their behaviours to a satisfactory standard in line with expectations. E.g. Education Catering and Environmental Services staff have adjusted their behaviours to meet the expectations included in the competency framework.
- 1.4 Whilst high levels of appraisals were carried out across the council, there was a disappointing take-up of appraisals in the Chief Executive's department – where only 40.5% staff received an appraisal as at end October 2010.
- 1.5 Whilst levels employees not meeting expectations similar across directorates, levels employees exceeding expectations varies from 20% to 7.8%. It is typical for there to be some disparity between manual workers and professional worker areas however as part of our current review of the appraisals process we will explore the reasons for this to ensure fair and equal application of system across directorates.
- 1.6 Any "Learning" has been taken-on-board as part of a drive to continuous improvement. For example, some managers did not notice error messages which appeared when they input appraisals and so the appraisals FAQ and e-learning materials are being updated in readiness for 2011 appraisals.
- 1.7 In the main, where applicable, increments were applied at the end of October 2010 without issue.
- 1.8 Employee survey findings are positive for the new appraisals process and reinforce feedback gathered from managers as part of process. 77% staff thought their appraisal was accurate and fair.
- 1.9 Now consulting stakeholders on further improvements to be made to process in readiness for April 2011. Will be working closely with areas where appraisals are particularly difficult to carry out – e.g. the Plymouth Adult Community Learning Service and Passenger Assistants team to ensure arrangements are practicable and realistic.
- 1.10 As part of this consultation, whilst it is unlikely the competency framework and appraisals process will change, we will be looking at supporting managers to conduct meaningful discussions within a reasonable time-frame.

Appendix 1.

October 2010 2nd November 2010	Staff (By Job Roles)	Not Possible	Completed	Not Completed	% Completed (Of Possible)	Exceeds Expectations	Meets Expectations	Does Not Meet Expectations
Chief Executive's Unit								
Management & Support	3	0	0	3	0	0	0	0
CareFirst	8	5	2	1	67	2	0	0
Corporate Communications	13	4	3	6	33	1	2	0
Policy Performance and Partnership	23	1	10	12	45	0	9	1
	47	10	15	22	40.5	3	11	1
		21	40.5	59.5		20.0	73.3	6.7
Community Services								
Management & Support	2	1	0	1	0	0	0	0
Adult Social Care	705	49	638	18	97	43	590	5
Culture Sport & Leisure	348	13	311	24	93	22	282	7
Devonport Regeneration Community Partnership	15	0	15	0	100	7	8	0
Environmental Services	506	21	481	4	99	43	396	42
Safer Communities	26	1	24	1	96	0	20	4
	1,602	85	1,469	48	96.8	115	1,296	58
		5	96.8	3.2		7.8	88.2	3.9
Corporate Support								
Management & Support	3	1	2	0	100	0	2	0
Customer Services & Business Transformation	89	6	79	4	95	2	77	0
Democracy and Governance	106	3	97	6	94	7	87	3
Finance Assets and Efficiency	711	30	668	13	98	60	575	32
Human Resources and Organisational Development	109	6	102	1	99	10	89	2
ICT	83	7	73	3	96	10	53	10
	1,101	53	1,021	27	97.4	89	883	47
		5	97.4	2.6		8.7	86.5	4.6
Development and Regeneration								
Management & Support	1	0	0	1	0	0	0	0
Business Team	9	1	7	1	88	1	6	0
Economic Development	39	4	27	8	77	3	23	1
Planning Services	79	6	71	2	97	8	60	2
Strategic Housing	114	9	103	2	98	11	85	7
Transport and Highways	112	10	74	28	73	14	59	1
Waste PFI	2	0	2	0	100	2	0	0
	356	30	284	42	87.1	39	233	11
		8	87.1	12.9		13.7	82.0	3.9
Services for Children and Young People								
Management & Support	1	0	0	1	0	0	0	0
Building Schools for the Future	4	0	4	0	100	2	2	0
Children's Social Care	365	44	313	8	98	38	267	8
Commissioning Policy and Performance	45	7	27	11	71	5	21	1
Learner & Family Support	640	214	404	22	95	53	334	17
Lifelong Learning	407	113	250	44	85	84	160	6
	1,462	378	998	86	92.1	182	784	32
		26	92.1	7.9		18.2	78.6	3.2
Total	4,568	556	3,787	225	94.4	428	3,207	149
		12.2	94.4	5.6		11.3	84.7	3.9