

PLYMOUTH CITY COUNCIL

Subject: Employee Appraisal Summary 2012
Committee: Employment Liaison Committee
Date: 21 January 2013
Cabinet Member: Councillor Peter Smith
CMT Member: Mark Grimley, Assistant Director for HR and OD
Author: Eve Skuse, Head of Organisational Development
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Ref:

Key Decision: No

Part: I

Purpose of the report:

Members of Employment Liaison Committee to note results of 2012/13 employee appraisals and employee feedback on the appraisal system.

Corporate Plan 2012 – 2015:

Work together to maximise resources to benefit customers and make internal efficiencies.

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

None

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:

None

Recommendations & Reasons for recommended action:

Members of Employment Liaison Committee to note outcomes from 2012 appraisals and employee feedback and further actions arising.

Alternative options considered and reasons for recommended action:

N/A

Background papers:

N/A

Sign off:

Fin		Leg		HR		Corp Prop		IT		Strat Proc	
Originating SMT Member											
Have you consulted the Cabinet Member(s) named on the report?											

APPRAISAL SUMMARY 2012/13

Plymouth City Council



Report to Employment Liaison Committee	Date 21/01/13
Report title Appraisal Summary 2012/13	
CMT lead Mark Grimley	Cabinet lead Councillor Smith
<p>What are the key points?</p> <ul style="list-style-type: none">• Completion Rate of 98% as at the end of November 2012• 74 appraisals outstanding• 19 staff still potentially due an increment• Staff exceeding expectations has risen to 14%• Staff not meeting expectations has risen to 4%• Strong support for the appraisal system from the 2012 Staff Survey• Plymouth staff responses to appraisal questions far above LG Benchmarks	
Contact officer and relevant background papers Eve Skuse ext 7565	

I. Overview Completion Rates

- I.1 The 2012 appraisal period was open between April and August 2012. As at the deadline of 31 August the completion rate was 91.3%, which was up 2.4% from 2011. This meant that there were 318 appraisals outstanding (91 of which were due an increment, and was therefore delayed).
- I.2 Following intensive chasing up of Manager, as at the end of November 2012 the completion rate has risen to 97.9%. This means that there are currently 74 outstanding appraisals of which 19 are potentially due an increment. The majority of these are due to either the appraisal being completed but not entered on to the system or disruption to line management caused by re-structuring. HROD are continuing to chase these missing appraisals and upon completion any outstanding increments are being paid within the month and back dated to August.
- I.3 At the end of 2011/12 the completion rate was 99.9%. Therefore the target for 2012/13 remains 100%

2. Appraisal Analysis/Completion Rates and Results

Nov 2012 (17.12.12)	Staff (Occupied Job Roles)	Not Possible	Completed	Not Completed	Completed % (Of Possible)	Exceeds Expectations	Meets Expectations	Does Not Meet Expectations
Executive Office								
Chief Executive	1	1	0	0	-	0	0	0
Corporate Communications	12	0	12	0	100	0	11	1
Policy, Performance & Partnership	26	1	24	1	96	4	20	0
	39	2	36	1	97	4	31	1
		5	97	3		11	86	3
Corporate Services								
Management & Support	2	0	1	1	50	0	1	0
Customer Services & Business Transformation	199	18	178	3	98	15	157	6
Democracy & Governance	103	11	88	4	96	13	73	2
Finance, Efficiencies, Technology & Assets	675	69	602	4	99	49	532	21
Human Resources & Organisational Development	96	6	90	0	100	12	75	3
	1,075	104	959	12	99	89	838	32
		10	99	1		9	87	3
People								
Management & Support	1	0	1	0	100	0	1	0
Children's Social Care	367	73	288	6	98	74	208	6
Education, Learning & Families	873	187	681	5	99	129	514	38
Homes & Communities	269	28	229	12	95	32	187	10
Joint Commissioning & Adult Social Care	569	55	510	4	99	29	456	25
Programmes Director	3	0	3	0	100	0	3	0
	2,082	343	1,712	27	98	264	1,369	79
		16	98	2		15	80	5
Place								
Management & Support	2	0	0	2	0	0	0	0
Business Team	9	0	8	1	89	4	4	0
Economic Development	117	4	106	7	94	12	89	5
Environmental Services	489	28	453	8	98	52	386	15
Planning Services	78	2	74	2	97	18	54	2
Transport & Infrastructure	151	9	128	14	90	31	94	3
	846	43	769	34	96	117	627	25
		5	96	4		15	82	3
Total								
	4,042	492	3,476	74	97.9	474	2,865	137
		12.2	97.9	2.1		14	82	3.9

2.2 Outstanding Appraisals by Department

PLACE	Transport & Infrastructure	14
PEOPLE	Homes & Communities	12
PLACE	Environmental Services	8
PLACE	Economic Development	7
PEOPLE	Children's Social Care	6
PEOPLE	Education, Learning & Families	5
CORP	Democracy & Governance	4
CORP	Finance, Efficiencies, Technology & Assets	4
PEOPLE	Joint Commissioning & Adult Social Care	4
CORP	Customer Services	3
PLACE	Management & Support	2
PLACE	Planning Services	2
EXEC	Policy, Performance & Partnership	1
CORP	Management & Support	1
PLACE	Business Team	1
EXEC	Corporate Communications	0
CORP	Human Resources & Organisational Development	0
PEOPLE	Management & Support	0
PEOPLE	Programmes Director	0

2.3 Overview of Results

An analysis of the results and a comparison to 2011 reveals the following;

	2012	2011
Exceeds Expectations	14%	13%
Meets Expectations	82%	84%
Does Not Meet Expectations	4%	3%

It can be seen that exceeds and does not meet expectations have both risen slightly from 2011. Further analysis of the results by department and manager is on-going.

3. Staff Feedback on the Appraisal Process

- 3.1 As part of the 2012 Staff Survey a number of questions were included on the various aspects of the appraisal process in order to gain a comprehensive insight to staff views of the system. A summary of staff views is below.
- The section on appraisals received the second highest positive score (76%)
 - An analysis of the Directorates shows that Corporate Services, Executive Office and People had similar positive scores (between 75% - 78%), with People registering the highest approval rating. Given that this Directorate has over 2000 mostly front line staff this is a very encouraging score. Place registered a positive score of 69%. Further analysis has revealed that Environmental Services has the lowest positive scores for the appraisal system, but even that was 60% overall. Clearly this is an area where further support is required.
 - The two highest positive scoring questions in the survey were on appraisals
 - 40. I understand from the competency framework and my job type the behaviours expected of me - 89%
 - 43. I contributed to discussions at my appraisal meeting - 88%
 - Two further questions on appraisals ranked in the top ten for the council
 - 45. During my appraisal my manager acknowledged my successes and helped me to understand what good practice I should continue - 78%
 - 46. I feel that my appraisal was accurate and fair - 78%
 - The role of the manager in the appraisal discussion, in terms of acknowledging success and helping to understand improvement rose by 10% from 2010. This question was also the highest in the council compared to the local government benchmark (ahead by 14%).
 - 78% of staff felt their appraisal was accurate and fair, which was 1% up on 2010 but remains 7% ahead of the local government benchmark. Only 6% of staff disagreed with this.
 - The majority of staff (64%) took between 1-3 hours to complete their self-assessment. However, 8% of staff stated that they had not completed a self-assessment. Further analysis of departments and service areas will help to identify where this occurs.
 - The majority of staff (79%) stated that their appraisal meeting took between 1-3 hours. However, 6% of staff stated that no meeting took place. Further analysis will identify where this occurred and this can be rectified for 2013.

- The majority of staff (52%) had three to five objectives set. However, a worrying 15% of staff reported that they had not been set any objectives. Once again further analysis will aid the location of these staff and action will be taken to ensure this is rectified in 2013.
- Only 45% of staff found the use of 360 degree feedback to be of benefit, with 39% uncertain. Further analysis is being undertaken to see if this is due to 360 feedback not being used at all or not being used correctly.
- Again only 45% of staff agreed that there were enough opportunities to improve their skills in their current job, a drop of 5% from 2011. This score is now 15% below the local government benchmark.
- Overall the staff survey results show strong support for the current appraisal system (now towards the end of its third year). A further analysis of department and service area responses to questions on the appraisal system is being undertaken and will allow for greater clarity of the issues where further action is required for 2013 and beyond.