

Value: Working as a team for Leeds

Priority: Staff have a clear understanding of their role as well as clear objectives and performance targets which are monitored through high quality appraisals.

Why this is a priority - Appraisals for all staff are essential in driving effective performance management to achieve the Council's business and service plan objectives, embed the revised values and help us meet future challenges. The Chief Executive and directors are championing regular appraisals as a priority so that all employees are managed, motivated and developed to perform their role effectively and deliver improving services for Leeds.

Overall Progress:
AMBER

Story behind the baseline:

Appraisal targets - For 2011-12 a **corporate annual appraisal timetable** was agreed with full appraisals will take place between April and July and interim meetings between October and December

A corporate target was set of 100% of staff having an appraisal between 1st April and 31st July 2011 to ensure objective and target setting is linked with Council, Business and Service Plans.

As at 31 July 2011, the LCC average was 78% with the highest performing directorate (Legal) achieving 97% and the lowest (Resources) achieving 63%.

At 30 September 2011, the LCC average was 93% with three directorates achieving over 95% and a further three reporting over 90%.

Directorate performance:

PPI, City Development and Legal – have maintained a position of achieving consistently high levels of appraisals

Adult Social Care - no significant challenges and have improved performance since 2010 -11

Children's Services – Education Leeds joined with Children's Services in April 2011 resulting in challenges around structures but has improved significantly.

Environments & Neighbourhoods – challenges around scheduling appraisals for crew workers have been addressed with group appraisals as part of training days.

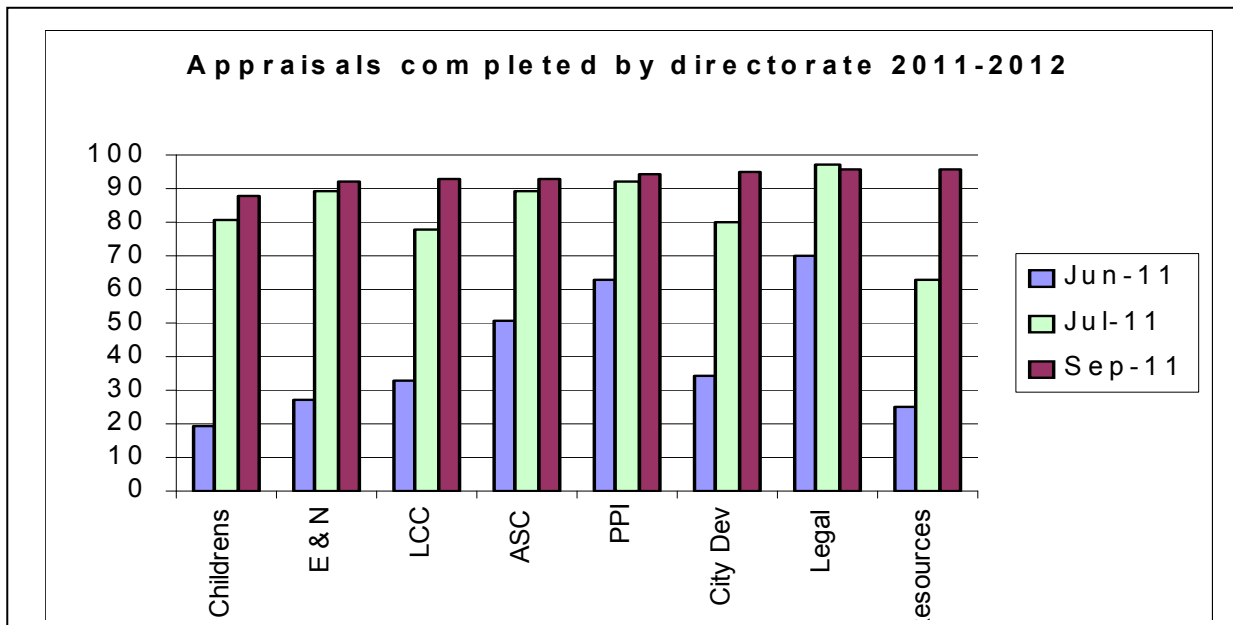
Resources – there have been challenges around scheduling appraisals for school based staff which have been addressed.

As the target of 100% appraisals is close to being achieved, this reflects the profile of the workforce with no measurable variance by equality strand. Appraisal Guidance makes appraisers aware of how not to treat staff unfairly during appraisal meetings or by the process itself.

The Investors in People review highlighted the need for the council to define the expected leadership behaviours. The 'Expectations of our leaders & managers' document reinforces the importance of appraisals in ensuring people are clear about what is expected of them and receive regular feedback on their performance.

One of the Chief Executive's three 'Calls to Action' in 2011/12 to all leaders is to ensure that all employees have a quality appraisal with a PDP and at least one development action linked to service plans.

Headline Indicator: Every year 100 per cent of staff have an appraisal



What do staff think? In the 2009 Staff Survey, 68% of the council's staff said that they had had an appraisal/ development review in the previous 12 months with directorate responses between 54% and 79%. The 2011 Employee Engagement Survey will provide quantitative data about how people feel about the support, guidance and feedback provided by their managers. The Improving Performance Project will sample appraisals carried out and provide feedback on staff perception of the quality of appraisals. The final Investors in People assessment will provide qualitative information regarding staff perceptions of how leaders and managers, lead, develop and support them.

What we did

Strategic actions completed:

- For the first time, a corporate target of 100% appraisals by July 31st was set.
- Call to action of 'quality appraisals' communicated by Chief Executive to all leaders and managers in organisation at start of 2011/12.
- HR Business Partners, HR OD Leads and Appraisal Co-ordinators all appraised of their continuing roles
- Directors and Chief Officers receive regular appraisal performance reports and directors are appraised on the percentage of their staff that are appraised.
- Learning Site established on intranet to give access to managers and employees to available learning and development opportunities to support 'quality appraisals' including Appraisal Skills for Managers.
- Learning Supplement distributed to all staff (electronic and hard copy) to encourage take-up of learning and development opportunities.
- Expectations of Leaders and Managers developed and launched at the Leadership Conference 2011
- Equality data for the whole workforce was updated on SAP in July 2011 and will continue to be updated and developed to reach 100% compliance.

New Actions

New strategic actions:

- Expectations of Leaders and Managers to be embedded
- Leadership and management behaviours will be defined as part of our wider programme to develop our council-wide competencies framework based on the values
- Sampling of 'quality appraisals' to take place across all Directorates
- Planning and piloting of a performance management system that will provide on-line completion of appraisals and personal development plans commencing in April 2012
- Development of a set of common core appraisal forms across the Council
- Range of useful tools and resources available for leaders and managers launched on SharePoint.

What Worked Locally /Case study of impact

Directorate based initiatives where there is evidence of impact / good practice

- City Development has achieved high appraisal levels by prioritising appraisals, reporting progress at DMT level and to Services' Learning Boards.
- Directorate OD Leads are in the team and take on a higher level 'Appraisal Champion' role, raising the importance of quality appraisals.
- Directorate HR Leads are reviewing Organisation Structures/ SAP data and records for casual and non LCC employees.
- Group Appraisals for teams of front line operatives are being piloted to minimise costs and disruption to front line services.

Data Development

- Further work needed to ensure integrity of SAP data e.g. correct base organisation structures and data recorded in correct fields.
- Analysis of data to establish core population of Appraising Managers by directorate, service, grade, span of control etc.

Risks and Challenges

- Agreement over a series of common core appraisal forms
- Resourcing issues for appraising some crew-based front line services
- Tight timescale and resource support to implement the performance management system by April 2012