

AGENDA MANAGEMENT SHEET

<i>Name of Committee</i>	Corporate Services & Community Safety Overview & Scrutiny Committee
<i>Date of Committee</i>	8th December 2009
<i>Report Title</i>	Staff appraisal process
<i>Summary</i>	This report summarises the extent to which the Council's corporate staff appraisal process is applied across the workforce.
<i>For further information please contact:</i>	Bob Perks Head of Workforce, Strategy & Development (01926 41)2027 bobperks@warwickshire.gov.uk
<i>Would the recommended decision be contrary to the Budget and Policy Framework?</i>	No
<i>Background papers</i>	None

CONSULTATION ALREADY UNDERTAKEN:-

Details to be specified

Other Committees	<input type="checkbox"/>
Local Member(s)	<input type="checkbox"/>
Other Elected Members	<input type="checkbox"/>
Cabinet Member	<input type="checkbox"/>
Chief Executive	<input type="checkbox"/>
Legal	<input type="checkbox"/>
Finance	<input type="checkbox"/>
Other Strategic Directors	<input type="checkbox"/>
District Councils	<input type="checkbox"/>
Health Authority	<input type="checkbox"/>
Police	<input type="checkbox"/>

Other Bodies/Individuals ☐

FINAL DECISION Yes

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by
this Committee ☐

To Council ☐

To Cabinet ☐

To an O & S Committee ☐

To an Area Committee ☐

Further Consultation ☐

Agenda No

Corporate Services and Community Safety Overview & Scrutiny Committee - 8 December 2009

Staff appraisal process

Report of the Strategic Director, Customers, Workforce & Governance

Recommendation

That the Committee notes the progress that has been made in applying a corporate staff appraisal process across the workforce

Background

1. Prior to 2006, a number of separate processes were used to support individual performance and development across the workforce, these varying both in their purpose and content.
2. The opportunity was taken, in the move from nine departments to six directorates during 2006, to design a common appraisal process that would apply to all employees, providing every employee with an opportunity on at least an annual basis to discuss their performance, learning & development needs and career development with their manager.
3. The implementation of this process necessarily took some time, not least because of the need to ensure that we captured the best practice of existing departmental processes and timed introduction of the corporate process to fit with existing appraisal cycles. However, the new corporate appraisal process was applied across the whole workforce, accompanied by supporting training and guidance, in April 2008. (This process has not been applied to school-based employees, for whom separate arrangements apply).
4. At its meeting on 13th January 2009, the former Resources and Performance & Development Overview & Scrutiny Committee resolved to examine the performance of directorates in applying this process.

Coverage of the appraisal process across the workforce

5. As capacity for employees and managers to enter appraisal data directly (ie. through 'self-service') onto the computerised HR system (HRMS) is extended across the workforce it will become possible to monitor the extent to which the appraisal process is being applied on an ongoing basis.
6. In the meantime, the most accurate indicator of its coverage is the annual staff survey, which asks all employees whether they agree or disagree with a number of statements, including the following,
 - "I have had a formal appraisal in the last twelve months"
 - "My appraisal accurately reflected my performance"
 - "I believe that my last appraisal was of benefit to me"
7. The responses to these statements are set out at Appendix A.
8. As can be seen, coverage of the appraisal process has increased since 2006, and would have continued to increase this year had there not been a decrease in coverage in the Resources directorate. The latter is being addressed as a priority by that directorate's management team.
9. Nevertheless, while it is accepted that there will always be a small minority of employees who miss out an annual appraisal, perhaps because of illness, maternity leave or only having very recently joined the workforce, it should still be possible to achieve a coverage of 90%. Accordingly this is built into our business planning as a target to be achieved by the end of 2010.
10. The degree to which employees agree that their appraisal accurately reflects their performance is important because this gives an indication of perceived fairness. This measure has improved from 66% agreement in 2006 to 83% in 2009. This is also a measure for which benchmark data is available, and this shows that our performance is well above the upper quartile figure of 80% reported by other organisations.
11. Finally, we have asked for the first time last year whether employees feel that their appraisal has been of benefit to them. The response suggests that more than half of employees do agree that they have benefited from their appraisal. While this may seem a rather low figure, it should be remembered that a significant number of employees may be in posts from which they do not seek career development. Nevertheless, it is felt that the opportunity offered by the appraisal process to have a relatively formal discussion with their manager on at least an annual basis is a valuable one and that it should be applied across the workforce.

David Carter
Strategic Director, Customers,
Workforce & Governance

10th November 2009

Shire Hall
Warwick

	WCC				Directorate Results 2009						
Staff Survey Results - % agreeing with Statements	2006	2007	2008	2009	AHCS	CYPF	CWG	EED	RE	Fire & Rescue	P&P Unit
	%	%	%	%	%	%	%	%	%	%	%
I have had a formal appraisal in the last 12 months	70	74	77	77	78	81	89	74	68	81	88
My last appraisal accurately reflected my performance	66	83	84	83	78	85	86	80	87	79	100
I believe that my last appraisal was of benefit to me			56	57	46	66	64	52	66	46	70