

Cabinet (Performance Management) Panel

28 November 2016

Report title	Performance Indicator WCPI063 (Percentage of employees who have a current appraisal)	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Milkinder Jaspal Governance	
Key decision	No	
In forward plan	No	
Wards affected	N/A	
Accountable director	Kevin O'Keefe, Governance	
Originating service	Human Resources	
Accountable employee(s)	Denise Pearce	Head of Human Resources
	Tel	01902 554515
	Email	Denise.Pearce@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board	8 November 2016

Recommendation(s) for action or decision:

The Cabinet (Performance Management) Panel is recommended to:

1. Comment and feed back on the update.

Recommendations for noting:

The Cabinet (Performance Management) Panel is asked to note:

1. The proposed process for monitoring and improving appraisal completion percentages.

1.0 Purpose

- 1.1 The purpose of the paper is to provide an update following a report received by Cabinet (Performance Management) Panel on 13 June 2016 regarding performance indicator WCP1063 (percentage of our eligible workforce who have a current appraisal).

2.0 Background

- 2.1 Performance indicator WCPI063 measures the percentage of eligible employees who have been subject to an appraisal within the previous 12 months. This indicator is important because it provides reassurance that employees are receiving appraisals in line with the corporate policy. It is vital that employees receive appraisals so that they are clear about their objectives and what they need to deliver and how this fits in with the wider corporate priorities and the values of their work to the organisation.
- 2.2 Currently not included in the eligibility criteria for the indicator are employees:
- in Teaching positions
 - in casual/zero hours' posts
 - on long term sick leave (and for one month following return)
 - on Maternity leave (and for one month following return)
 - in their first 6 months of employment (the first appraisal should be undertaken upon completion of the probationary period)
- 2.3 The WCPI063 indicator is measured and recorded over the Financial Year. Performance is reported quarterly to Cabinet Performance Management Panel and a number of Scrutiny Panels when appropriate.
- 2.4 All line managers across the council are responsible for completing their individual employee appraisals and ensuring that they follow the current guidelines, processes and use the appropriate templates. They are also responsible for uploading and updating this information directly onto the council's system.
- 2.5 The system used to record appraisal activity and performance is Agresso. The performance management system used to extract data for the quarterly reporting is QlikView. Management and development of the Agresso system was the responsibility of the Hub, until 1 May 2016, when responsibility transferred to Finance. QlikView is currently being developed as part of the C3 Digital Transformation Programme and the Council's Transformation Team.
- 2.6 The performance against indicator WCPI063 at the end of 2015/16, Quarter 4 was 70.8% (73.4% previous year) of our eligible workforce who have a current appraisal. This is against an annual target of 100%. In order to provide the most up to date figures, as the figure changes on a daily basis, as the 12-month appraisal expiry date is arrived at, the data will be provided at the Cabinet (Performance Management) Panel on 28 November 2016.

2.7 The Managing Director is due an appraisal and this is booked in for February 2017 following the Corporate Peer Review in January 2017.

3.0 WCPI063 Reporting

3.1 Regular reporting will be set up for managers which highlight which of their employees have a current appraisal and which ones are overdue. This will replace the current ad-hoc reporting to managers. When this is set up, managers will be required to take responsibility for checking their reports and ensuring any highlighted issues are addressed. These reports will reflect data and information as recorded on Agresso. If the reports identify any issues with incorrect establishment lists, it will be responsibility of managers to raise this with the Hub and ensure that they are addressed directly in Agresso.

3.2 Service Directors will also receive regular reports, identifying the position by the different services within their area to enable them to proactively address any issues.

3.3 Following feedback from managers it became apparent that some managers were scheduling the next employee appraisal following the 12-month expiry date to be completed in the following month. This means that the 12-month compliancy target was unachievable. It has therefore been made clear to managers that appraisals must be completed on or before expiry of the current appraisal and not after.

3.4 Clarity will be provided regarding current policy and procedure and expectations regarding appraisal timescales and recording.

4.0 Financial implications

4.1 There are no financial implications arising from the recommendations in this report.
[GE/17112016/R]

5.0 Legal implications

5.1 There are no legal implications arising from this report.
[TS/17112016/P]

6.0 Equalities implications

6.1 There are no equalities implications arising from this report.

7.0 Environmental implications

7.1 There are no environmental implications arising from this report.

8.0 Human resources implications

8.1 There are no proposals to change employees' terms and conditions. Non-compliance by managers who do not undertake their employee appraisals may result in disciplinary

action as per their accountability letter. Employees may feel aggrieved or discriminated against for not having an appraisal and they can raise this through the organisation's grievance procedure.

9.0 Corporate landlord implications

9.1 There are no Corporate Landlord implications arising from this report.