

Appraisal Briefing 2016

Spring 2016 Supporting the achievement of the Harrow Ambition and living our new Organisational Values



“Happy, well trained staff deliver consistently better quality services for local people”

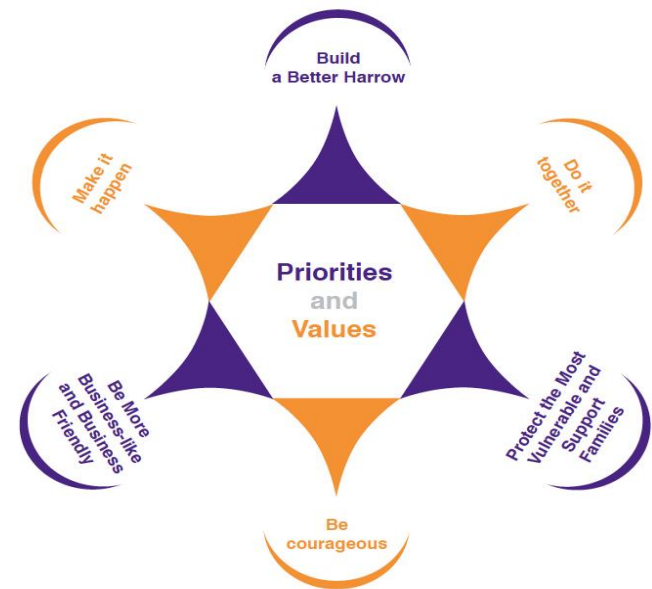
1. Why the need for the change
2. What are the changes and improvements to the current appraisal process at Harrow
3. How it will work in practice
4. What happens next
5. Signpost you to further guidance and training

- Current climate/challenges
- Consistency



What are the changes/improvements

- Automation of the appraisal process
- The need for all objectives to be aligned to Harrow Ambition Strategic aims
- Replacing the Approach & Ability rating with the need to rate against achievement of Objectives and our new Values



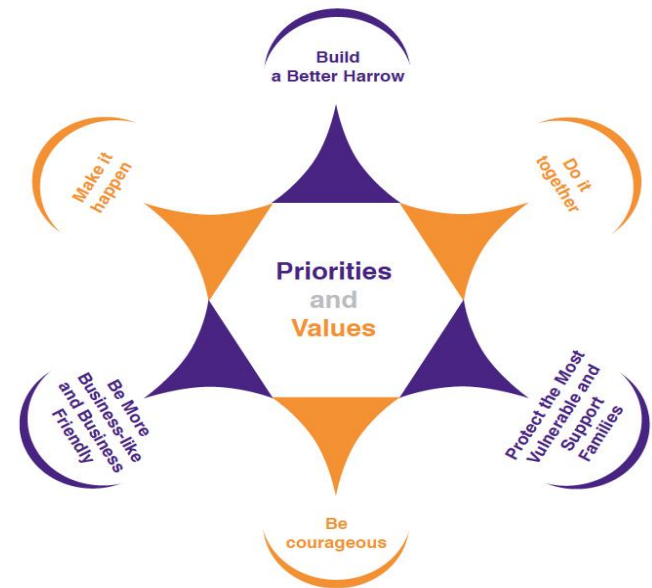
Benefits of changes/improvements to appraisal

- You will be clear about what is expected of you and will get regular feedback
- Your objectives will be clearly aligned and focused on service and council priorities
- We will assess what you achieve and how you achieve it
- We will support you with identifying and reaching your potential
- We will review performance across and between services to ensure consistency
- We will identify and deal promptly with poor performance
- We will identify and challenge inappropriate behaviour

Appraisal - Objective Setting

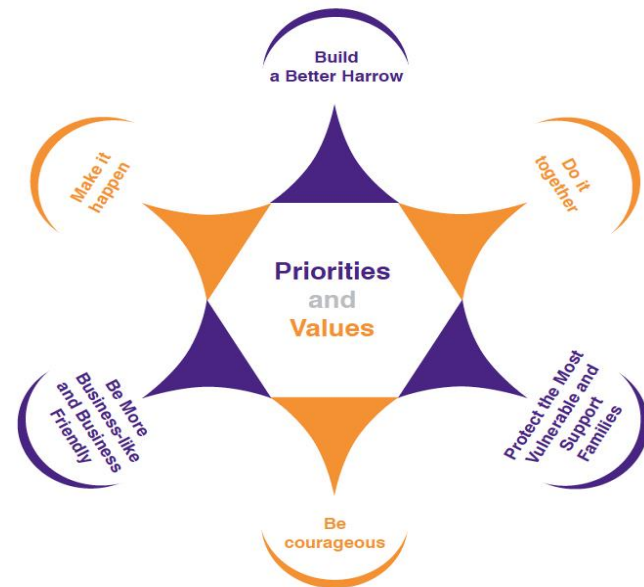
Objectives will need to be aligned against one of the Harrow Ambition strategic aims:

Harrow Ambition Plan	Tick
Building a better Harrow	
Being More Business Like	
Protecting the most vulnerable	



Values & Behaviours - How

- Being Courageous
- Do it together
- Make it Happen



How it will work – Appraisal Cycle

Observing and assessing **actual work performance**

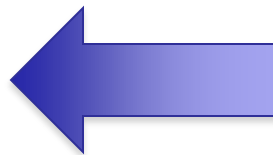


Identifying and **agreeing key responsibilities**

Planning work performance and **improvements**

Facilitating **continuous two-way feedback**

Opportunity to feed into ongoing **L&D** discussion



Observing and assessing **actual work performance**

How it will work – Assessment/Rating

No	Rating	Summary	Description(What) Objectives	Description (How) Values & Behaviours
4	Exceeding	Consistently exceeds expectations in most areas of responsibility	Consistently achieves exceptional levels of performance (meets all objectives) and delivers significantly beyond expectations	Is widely recognised as a role model/champion and advocate for the Harrow Values. Its ingrained in thought processes and actions and challenges appropriately when required
3	Achieving	Consistently achieves all of the expectations of a fully experienced job holder, and at times exceeds these	Achieves work targets and can be relied upon to do so consistently. Their work meets the standards expected and they are seen as fully effective	Consistently demonstrates and sometimes exceeds the behaviours required. They make a positive contribution to the team and actively live the values
2	Partially Achieving	Has not yet been able to consistently meet all of the expectations of a fully experienced job holder	Achieves some of their work targets at the standard expected, but performance is not consistent and improvements have been identified.	Shows a lack of consistency in demonstrating some of the behaviours but demonstrates willingness to improve
1	Not Achieving	Does not meet minimum acceptable job requirements, in some/all areas. Improvement actions should have been taken	Are not meeting the expected standard and achieve only a few of their work targets. Focused support and guidance is necessary to help them improve.	Fails to display the behaviours required in daily work and interactions. Action has been taken to address these issues

How it will work – Assessment

Objectives (What)

Exceeding	4	Achieving Partially Achieving	Achieving	Exceeding Achieving	Exceeding
Achieving	3	Partially Achieving	Achieving Partially Achieving	Achieving	Exceeding Achieving
Partially Achieving (Opportunities to improve)	2	Partially Achieving	Partially Achieving	Partially Achieving	Partially Achieving
Not achieving	1	Not Achieving	Not Achieving	Not Achieving	Not Achieving

1	2	3	4
Not achieving	Partially Achieving (Opportunities to improve)	Achieving	Exceeding

Values & Behaviours (How)

- The Appraiser will need to have the ability and confidence to steer the conversation towards a positive, agreed rating
- The Appraisee can log their disagreement in the 'Appraisee's Comments' box
- If agreement not possible rating should be entered 'without agreement'
- This will automatically alert the Grandparent Manager to review and seek to resolve the disagreement (these discussions will be confidential and only between relevant parties)

- Directors or a delegated senior manager will quality assure completion of the process
- They will make sure objectives and comments are appropriate and consistent throughout their service area
- A sample (~10%) of completed appraisals will be quality assured each year checking for:
 - Appraisal being completed correctly
 - Objectives are in line with priorities
 - Appraisers are engaging in meaningful discussions about objectives and behaviours
 - Development is focused and relevant
- Grandparent Managers will have access to all their Grandchildren appraisal records and will carry out a sample check of these records at each of the 3 key stages of appraisal cycle
- Additionally Grandparent managers will review any records where the rating has been entered without agreement

- SAP automated appraisal means each employee will have an individual Appraisal document
- Where employees don't have access to SAP the line manager will be able to enter/update record and provide printed copy to the employee
- Automated Appraisal system functionality will allow managers to cascade common objectives to groups of employees working towards the same outcomes e.g Refuse Team, Revenue Collection
- Line Managers will be able to record and cascade if the team objectives have been achieved in comments box
- Expectation that line managers will meet with all employees on an individual basis and provide an overall individual ratings for behaviours and objectives, both at the Mid and End of Year

- Appraisal Intranet Page
 - Appraisal Guidance
 - Assessment Guide
 - Appraisal Flow charts
- Individual Role Profiles (sets out expectations of the role)
- Harrow Ambition Plan giving more details around each of the strategic aims
- Values & Behaviours indicators
- LMS Appraisal modules