

Meeting: Overview & Scrutiny Committee
Date: 25th April 2006
Subject: Individual Performance Appraisal & Development (IPAD)
Responsible Officer: Executive Director, Business Development
Contact Officer: Mala Kripalani, Organisational Change Manager
Portfolio Holder: Portfolio Holder For Communications, Partnership and Human Resources
Key Decision: No
Status: Public

Section 1: Summary

This report provides information about how Individual Performance Appraisal and Development (IPAD) has progressed since the last report to this committee in October 2005. This includes an update on how competencies are being introduced to the scheme for all staff.

Decision Required

This report is a progress update; therefore the committee is asked:

1. To note the contents of this report.
2. To comment upon any aspect of the report.
3. To request a review of progress in 12 months time.

Reason for report

This report is a progress update requested at the committee held on 10th October 2005.

Benefits

IPAD continues to play an important part in the Council's work towards becoming a 'Good' authority. The approach to embedding IPAD across the council and incorporating competencies is a crucial element in this process. This report will describe the work currently being completed and future plans.

Cost of Proposals

The further development of IPAD to include competencies for all staff will cost £25,000. This will include consultancy, publication and communication costs. This will be funded through existing 2006/07 budgets and will not require any extra funding.

Risks

The main risks associated with a project of this type are around timescales and communication/engagement of key staff and stakeholders.

- Managers are key enablers, without their buy-in there will be a serious negative impact on the next CPA and our aim to achieve corporate Investors in People status.
- Any delay to the project will cause knock on effects to the IPAD cycle, which has been formed around the business planning cycle.
- The success of this project is, quite rightly, based around how well we ensure that staff and stakeholders 'buy-in'. Therefore it is very important that we keep momentum through regular communication, and consultation. This will ensure that any potential problems/issues are identified early and can be rectified without affecting the project timescales.

Implications if recommendations rejected

Information item.

Section 2: Report

Brief History

Since the last report submitted in October 2005, there have been 3 key focus areas in this project:

1. The introduction of a robust monitoring process, reporting in the strategic performance report every quarter to Cabinet. We have now reported twice to Cabinet.
2. Plans for introducing competencies to the scheme for all staff.
3. Appropriate training.

This paper will provide details about these aspects.

The recent staff survey had mixed results around the area of development. At the time of the survey (Oct/Nov 2005), around 42% of staff stated that they had had an IPAD. Many of the results were expected, as the organisation was half way through the IPAD cycle, therefore parts of the process had not yet been completed, such as interim reviews and final assessments of performance. Having said this it is still very

important that we make every effort to reinforce the importance of IPAD through positive messages.

Progress

1. Monitoring

The monitoring framework has been in place since late October. We have measured 'the number of staff who have had an IPAD'. This has been reported to Cabinet via the Strategic Performance Report for quarter 1&2 combined and quarter 3. Quarter 4 will be reported in May 2006. The results so far are:

Quarter 1 and 2	Apr-Sept	25%
Quarter 3	Oct-Dec	64%
Quarter 4	Jan-Mar	Should be available 14 th April

We are working hard to ensure that for the next cycle, 2006/07, we aim to be close to 100% completion by September 2006.

We still plan to carry out a cross-sectional audit to assess the quality of IPAD forms, which will inform our approach to further communication and the design/delivery of training.

2. Introducing Competencies

Our main objective for this aspect is to have in place a fully integrated IPAD process that will enable the effective management of performance and development. Central to this is the development of core competencies for **all** staff. These will be directly linked to the cultural values of the organisation that will ensure that we integrate the behaviours that support them throughout the management of people.

We aim to have a core competency framework in place for all staff for the new IPAD cycle in 2007. In the meantime we aim to carry out the following work:

Task	Detail
Scope the work with IPF consultancy	An experienced organisation that have worked with other local authorities to develop competency frameworks.
Focus groups and consultation	Run a number of activities, using the best approach for the audience, to gain the views of a cross-sectional slice of the organisation.
Produce a draft framework and run a pilot in selected teams from 2 or 3 directorates	This 3-month pilot will provide with the opportunity to test the framework and its compatibility with IPAD. It will also enable us to fully evaluate and make any necessary changes.
Design and deliver relevant training	We aim to use the evaluation from the pilot, and the views of managers and staff to address this aspect. We will work smarter by linking some training to other programmes planned such as the Management Development Programme.

This work will be signed off by the Corporate Management Team.

3. Training

In addition to the training identified through the core competency framework development, we are looking for innovative ways to help staff use the process. This includes the use of e-learning covering modules such as 'how to set objectives' and 'how to complete the forms' to the use of management development training around 'courageous conversations' and 'assessing competencies'.

It is recognised that elements of this training are key to the successful implementation of IPAD and competencies, especially our managers who are the critical enablers of this process.

Consultation

The planned work around developing a core competency framework will involve representatives from trade unions, the Black Workers group and Disability Awareness and Advice group. It is key that these groups are represented at every stage to ensure that the interests of staff are appropriately considered.

Financial Implications

The cost of the proposals will be contained within the estimate for the OD budget 2006/07.

Legal Implications

No legal implications.

Equalities Impact

The IPAD process directly contributes to the achievement of level 3 of the equality standard which requires that we:

3.4.8 Build equality objectives and targets into management appraisal mechanisms

This is clearly documented in guidance notes – we will assess whether this is happening through the quality assurance process. It will also be built into relevant training modules for managers.

Section 17 Crime and Disorder Act 1998 Considerations

IPAD can play an important part towards the council's obligations under this act. The process can be a systematic approach to ensuring that staff undertake the correct personal safety training.

Section 3: Supporting Information/ Background Documents

IPAD Strategy 2006/07 – Available on request.