



## **COUNCIL MEETING**

**16 March 2017**

### **REVISED APPRAISAL AND DEVELOPMENT FRAMEWORK**

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**Sheena Ramsey, Chief Executive**

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#### **EXECUTIVE SUMMARY**

1. The purpose of this report is to seek approval of a revised Appraisal and Development (A&D) Framework.
2. A&D is an established tool that can help all employees to perform at their best and access the right support and development. The employee survey in 2016 highlighted that only 47% of employees across the Council had an A&D review in the six months prior to the survey and a number of employees highlighted that 'managers not dealing with underperformance' was an issue. Performance management has also been identified as a gap through the Change Programme's Ways of Working workstream.
3. In order to address the need for a stronger approach to performance management of employees, the A&D process has been redesigned.
4. The proposed framework includes a Performance Rating, developed in consultation with employees, managers, senior leaders and the trade unions. Guidance for managers and employees has also been developed to support the implementation of the framework.
5. It is proposed that the new A&D framework will be embedded from April 2017, with training delivered through the management structure from March 2017.
7. The Cabinet has considered the facts and issues arising from the report including alternative options and took all relevant advice before formulating their recommendation.

#### **RECOMMENDATION**

8. It is recommended that Council:
  - (i) Approves the revised Appraisal and Development Framework; and
  - (ii) Approves the framework becomes operational from April 2017.