



# Leadership Team 360 Performance Review Process and Performance Related Pay Scheme

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## Background

The Leadership team on 3 October 2016 approved the PDR process for Heads of Service and Directors; to be based on 360 performance review and approved the performance related pay scheme. This will support the performance related pay scheme for Heads of Service.

Heads of Service do not have direct reporting lines under the new leadership team design; therefore there is not the usual manager/employee reporting line to assess performance. Chief Executive/Directors provide a mentoring role to Heads.

On 7 November 2016 the Leadership team approved the draft performance review process and form.

## Performance development scheme

A new performance development review scheme was launched in April 2016 supporting the council's values and behaviours. The new process moves to one formal review per year and more emphasis on 121s. Importance has been given to identifying development needs, recognising career aspirations and focusing on self-review.

A values and behaviours document supports the PDR process and is split into three sections employee; manager and senior manager's behaviours. Giving examples of above and beyond; expected practice and needs development for each value – Here to help; We work together and We aim high.

## Process

The performance review process for Heads of Service and Directors has been designed on the council's PDR process and its values and behaviours for senior managers. It supports the outcomes of the council's three priorities and the successful delivery of the corporate strategic plan.

The process should be completed **January to March 2017**.

**Step 1:** Self-review – allowing the individual to comment on their own performance and contribution in achievement of the council's priorities; underpinned by outcomes. Including achievement of objectives and how they feel they have demonstrated the council's values and behaviours to be completed by 31 January 2017.

**Step 2:** 360 performance review forms to be completed by 17 February 2017.

**Step 3:** Review meeting – held with CE and mentor (Leader if a Director) to discuss performance, behaviours, progress, contribution, development against corporate priorities and previously set objectives, workload, volume. To discuss feedback received from 360 performance review to be completed in February/March 2017.

**Step 4:** Review meeting – to set new objectives 2017/18, identifying learning and development needs and to discuss career aspirations to be completed by 31 March 2017.

**Step 5:** Performance related pay – the performance rating given at the PDR process will directly relate to whether an increment will be applied annually using the approved five-box grid. For 2017 this would be confirmed in writing in April 2017.

## 360 performance review

The 360 degree performance review form has been designed to assess how the individual demonstrates and role models the council's values and behaviours.

Step 1: Seven forms will be completed for each individual as below:

- Self (self-assessment)
- Mentor
- LT colleague x 2
- Direct report x 2
- Other (Portfolio holder/partners e.g. shared services)

The form is split into sections and an overall average rating will be given for each.

e.g.

Here to Help  
5 questions

3.9 overall average rating (5 high, 0 low)  
score divided by self-assessment, mentor, colleague, direct report and other.

S	M	C	C	D	D	O
3	5	4	3	4	3	5

An open text box also allows further feedback to be given under each section which will be fed back to individuals.

At the end of the questionnaire there is additional space for any further comments to be made.

The council is open and transparent and therefore feedback given will not be anonymised but given in a constructive, valuable way that supports the individual to improve their performance and aim high.

Each section's overall average rating will be totalled and a final rating given. This will contribute to the performance rating given at the PDR review meeting.

Exceptional Performance	5
Exceeding Expectations	4
Meeting Expectations	3
Opportunity for Improvement	2
Immediate Improvement required	1/0

**The final performance rating received will be based both on the PDR review and the 360 performance review rating.**

## Performance Related Pay Scheme

The proposed performance related pay scheme supports and builds on the new performance review scheme and values and behaviours for senior managers.

The framework of the scheme is a five-box grid containing three layers which indicate possible performance levels which reflect our new performance review scheme; ensuring consistency and transparency.

<b>Senior managers behaviours</b>	<b>Performance ratings</b>	
Above and beyond	Exceeding Expectations <b>1 increment</b>	Exceptional Performance <b>2 increments</b>
Expected practice	Meeting Expectations <b>No change</b>	
Needs development	Opportunity for improvement <b>No change + improvement plan</b>	Immediate improvement required <b>-1 increment + improvement plan</b>

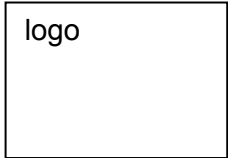
### Key to five-box grid

Grade 13 has ten scale points: 55 to 64

Increment – The employee progresses through the grade by moving up one scale point. If the employee is at the top of the grade the scale point remains the same.



# 1) Here to help



The behaviours defined under this value are:

- We are helpful and understanding
- We listen and explain
- We are knowledgeable and informative
- We make time for our customers
- We take ownership for an issue and we try to get it right first time

Please think about whether the individual reflects these behaviours when completing the statements.

Please select one option to describe the following statements:

3. Takes time out to get to know their customers and listens to their needs and wants

- Seldom    Sometimes    Mostly    Always    Don't Know

4. Champions customer focus throughout the organisation

- Seldom    Sometimes    Mostly    Always    Don't Know

5. Aligns strategy to show genuine care for their customers

- Seldom    Sometimes    Mostly    Always    Don't Know

6. Role models the importance of trust, integrity and honesty across the organisation

- Seldom    Sometimes    Mostly    Always    Don't Know

7. Role models genuine customer service

- Seldom    Sometimes    Mostly    Always    Don't Know

8. Please use this space to add any further comment about 'Here to help':

## 2) We work together

logo

The behaviours defined under this value are:

- We respect and value colleagues
- We work together as one team
- We recognise each other's skills and utilise them
- We offer help and support to each other
- We support colleagues to be flexible and resilient, able to respond to service changes and developments

Please think about whether the individual reflects these behaviours when completing the statements.

Please select one option to describe the following statements:

9. Other senior managers look to them for direction and advice

Seldom    Sometimes    Mostly    Always    Don't Know

10. Offers leadership and encouragement to everyone

Seldom    Sometimes    Mostly    Always    Don't Know

11. Works collectively with other senior managers to achieve the best results

Seldom    Sometimes    Mostly    Always    Don't Know

12. Informs, communicates and engages at all levels

Seldom    Sometimes    Mostly    Always    Don't Know

13. Is recognised as being approachable by all, regardless of level

Seldom    Sometimes    Mostly    Always    Don't Know

14. Please use this space to add any further comment about 'We work together':

### 3) We aim high



The behaviours defined under this value are:

- We go the extra mile
- We take a pride in what we do
- We continually look to improve our performance
- We are flexible in our approach
- We pride ourselves on providing excellent customer service

Please think about whether the individual reflects these behaviours when completing the statements.

Please select one option to describe the following statements:

15. Develops effective performance management strategies

- Seldom    Sometimes    Mostly    Always    Don't Know

16. Is constantly looking for ways to drive the organisation forward, encouraging input from everyone

- Seldom    Sometimes    Mostly    Always    Don't Know

17. Always ensures buy in from their team when change is implemented

- Seldom    Sometimes    Mostly    Always    Don't Know

18. Challenges existing strategies, coaching continuous improvement and service excellence

- Seldom    Sometimes    Mostly    Always    Don't Know

19. Seeks out opportunities for innovation and has the courage to take risks and change how things are done

- Seldom    Sometimes    Mostly    Always    Don't Know

20. Please use this space to add any further comment about 'We aim high':

#### 4) Walk Tall – 21<sup>st</sup> century public servant

The '21<sup>st</sup> century public servants' reflects the direction the council wishes to adopt for its employees.

- Entrepreneur
- Storyteller
- Resource weaver
- Networker
- Fixer
- Developer
- Defender
- Balancer

Please think about whether the individual reflects the characteristics when completing the statements.

Please select one option to describe the following statements:

21. **Is loyal to their locality** (has a strong sense of place and care about it, they understand what local people or communities need, they see things from their perspective, they think about people and the place rather than focusing on services, a kind of civic pride plus)

Seldom    Sometimes    Mostly    Always    Don't Know

22. **Has a public service ethos as well as commercial awareness** (they are passionate about serving the public, they make sure the public gets value for money and they are able to balance this when generating income, they create social value)

Seldom    Sometimes    Mostly    Always    Don't Know

23. **Builds knowledge across sectors and services** (they work with private, public or voluntary sectors, or different parts of the organisation. This helps them to be more effective in their work and meet complex outcomes for citizens)

Seldom    Sometimes    Mostly    Always    Don't Know

24. **Reflects on practice and learns from others** (they make time to reflect on how they can learn from their own experience and from others, they are able to apply new ideas and don't fake resilience)

Seldom    Sometimes    Mostly    Always    Don't Know

25. **Thinks creatively about ongoing austerity** (they recognise the challenging financial picture and accept constant change, they solve problems with imagination, they are creative and bold, they can bring together/recombine or search out new resources)

Seldom    Sometimes    Mostly    Always    Don't Know

26. **Takes the initiative, acts as a municipal entrepreneur** (they are passionate about serving the public, they make sure the public gets value for money and they are able to balance this when generating income, they create social value)

Seldom    Sometimes    Mostly    Always    Don't Know



27. **Embraces distributed and collaborative leadership** (they are a strong team player who encourages a sense of common purpose, they trust and empower people to act independently, they support leaders at all levels and across organisations for the benefit of the area/place where they work)

Seldom    Sometimes    Mostly    Always    Don't Know

28. **Needs flexible, supportive organisations** (they make sure that hierarchy or processes don't get in the way of being effective, they use new ways of working, are more agile, flexible and use new technology)

Seldom    Sometimes    Mostly    Always    Don't Know

29. Please use this space to add any further comment about '21<sup>st</sup> century public servant':

## 5) Summary

30. Please use this space to add any further comments regarding how the individual demonstrates the council's values and behaviours and/or the characteristics of the 21<sup>st</sup> century public servant

Please send the completed form to Emma Freeman, Head of HR and OD by **17 February 2017**