

**MORAY COUNCIL
PERFORMANCE MANAGEMENT FRAMEWORK
OBJECTIVE-SETTING AND REVIEW FOR SENIOR MANAGEMENT**

PROCESS AND GUIDANCE

INTRODUCTION

The importance of a robust performance management framework (PMF) is emphasised in the Best Value for Moray corporate plan (Corporate and Senior Leaders Strategy) and is necessary for the outcomes described in the Corporate Statement.

The PMF will be central to the key challenge of unlocking the full productive capacity of our senior managers and reflects the increased scale and complexity of the Moray Council and the considerable financial and other challenges which we face.

Our workforce represents our principal resources. It is our responsibility to manage these resources diligently and to create a stimulating, rewarding and productive environment.

It is the responsibility of the Employee Development team to provide the framework, training and support but the implementation of staff performance management is shared across all staff managers. Consequently all services within the Council are jointly responsible for embedding staff performance management and the achievement of this has been highlighted in the Best Value for Moray document.

This performance management tool is intended to provide a coherent set of procedures for reviewing individual performance and setting objectives.

The Council accepts that the existing Employee Review and Development Process (ERDP) has not been used as a Performance Management Tool for Senior Managers and at this stage it is not intended to alter the format for other members of staff.

The PMF will be introduced for Senior Managers only and it is proposed to implement the scheme on a trial basis of one year, subject to review to assess the demonstrable outcomes.

SCOPE

The Performance Management process shall apply to all Chief Officer employees (i.e. Directors and Heads of Service) and to third tier managers, which are generally those on SJC Grades 12 and 13.

The process will be cascaded from the top down.

PROCESS

Purpose

- To enhance the personal contribution of individual members of senior management through dialogue between the member of senior management and his/her line manager.
- To review achievements against targets and priorities required over the previous period.
- To discuss and assess how work has been carried out against the competencies and behaviours required
- To agree objectives and target dates for achievements over the forthcoming period taking appropriate account of the Council's priorities and the corporate goals.
- To discuss any challenges or areas of concern and set actions and improvements required.
- To agree training and development activities to support the achievement of the objectives over the forthcoming year or period.
- To agree any monitoring and additional support to be provided by the Council so as to facilitate the achievement of the objectives over the forthcoming period.

Content of Objective-setting and Review Meeting

- The objective-setting and review meeting will involve the member of senior management and the relevant line manager.
- The member of senior management will prepare for the meeting by undertaking a self-review. He/she will complete form SMPM1 and document his/her personal achievements and contribution to the Council as well as identifying possible future objectives and the training and development that would support the achievement of these objectives.
- The member of senior management will give form SMPM1 to the line manager at least one week in advance of the objective setting and review meeting. This will form the basis of the discussion.
- The line manager will prepare for the meeting by reviewing the SMPM1 form and taking into account their own observation along with any evidence of the employee's performance e.g. service performance reports, major projects.
- The line manager and the member of senior management will agree the appropriate personal objectives for the forthcoming period. Objectives should be measurable targets with specific dates and clarity on what is to be achieved.
- Consideration should also be given to standards and priorities to be achieved within the service as well as directly by the individual. So, for example, acceptable levels of performance within the service the officer is responsible

for. These targets must be within the control and authority of the officer concerned.

- Having considered whether targets and priorities have been met, consideration should also be given to how these were achieved. The employee's behaviours and competencies in delivering their remit should be considered against the Council's Competency Framework (**Appendix B**). It is expected that employees will be seeking to perform at levels 3 and 4 within this. In making assessments, examples of strengths and areas for development should be referred to and noted.
- It is expected that most employees will be assessed at level 3 (or more) for most competencies once they are established in post. However, it is likely that there will also be areas for development and consideration should be given to how these will be addressed with specific plans made to guide and develop the employee for key areas. Where there are a number of development areas, these should be dealt with over a reasonable period of time. It is expected that improvement would be demonstrated by next annual review with areas for development reducing and moving to meeting the required standard of competency.
- It is unacceptable to have the majority of competencies rated at 1/2 over a sustained period, showing limited or no improvement. Such cases should be referred to the performance improvement and management guidance in **Appendix C**.
- As far as possible both personal and service objectives should be expressed in a SMART way so that progress and performance can be meaningfully assessed against them. It may be appropriate to establish interim milestones as well as an end point.
- The outcome of the meeting will be recorded on Part 1 of form SMPM2. , The line manager will summarise his/her assessment of the member of senior management's achievements against the objectives for the previous period on Part 2 of form SMPM2. The member of senior management will add any comments he/she wishes to make, sign and return the complete form to the line manager, having retained a copy for his/her own record. The record will be held in a secure and confidential system
- As well as completing Parts 1 and 2 of form SMPM2 the line manager and the member of senior management will also agree and sign the training and development form for senior management (form SMPM3). The line manager and the member of senior management will agree how the training and additional support will be arranged and who will be responsible for arranging it.
- The line manager will ensure a record is maintained so that confirmation of the meeting can be forwarded to the ED manager. The Head of HR & ICT will

report the overall percentage of senior management objective-setting and review meetings that have been completed.

- The frequency of the meetings will be agreed between the line manager and the member of senior management and typically will be quarterly, unless both parties agree that there is reason to meet at more frequent intervals. The next objective-setting and review meeting should be diarised by both the line manager and the member of senior management as a firm commitment.

Cycle of Meetings

- Meetings should take place between the member of senior management and his/her line manager on at least a quarterly basis.
- Interim meetings may be scheduled if required and agreed between both parties.

Confidentiality

- The discussion about objectives will be conducted between the member of senior management and the line manager.
- Documentation related to senior management objective-setting and review will be held within a secure and confidential system.

Dispute Resolution

- Where agreement about objectives cannot be reached via the normal review process as outlined above, the differing views will simply be recorded. The areas of disagreement and supporting information should be noted along with the views of both parties. As the intention of the process is to manage and improve performance, it may be that specific actions could be linked to the areas of disagreement and it would be hoped that at the next review meeting the situation would have moved on so that agreement can be reached.
- Where a member of senior management has concerns about issues that they believe to compromise the fair conduct of their review, or there is an ongoing failure to agree on a significant issue, the matter will be passed to the Director of the relevant department or where the Director is the line manager, to the Chief Executive. There will be no further right of appeal, unless the case is being managed through the performance improvement and management guidelines in **Appendix C**, where the relevant appeals process is set out.

(NOTE: Appropriate forms for completion are available to support the process but these have not been circulated with the papers for committee)