



Council Overview and Scrutiny Committee 30 April 2014

Appraisal completion reporting for 2013/14

Purpose of the report: Performance Management

To outline the forward plan for recording and reporting on appraisals at Surrey County Council.

This is in response to the attached audit report and, in particular, the actions planned to address the recommendation for 'significant improvement' to monitoring appraisal completion.

Introduction:

1. A manual process was used to collate appraisal data for 2012/13. This process was an interim measure in response to a request from the Council Overview and Scrutiny Committee to know the number of appraisals completed at SCC, in advance of the Staff Survey due in autumn 2014.
2. This report aims to:
 - a) Outline the improvements made since the manual data collection process took place between February and May 2013.
 - b) Discuss the communication plan with officers and members.
 - c) Highlight HR & OD commitment to reporting on appraisal completion.
3. For appraisal recording background and findings, please see the attached Audit Report (Appendix A of this item) and Management Action Plan (MAP - Appendix B of this item).
4. This report details the actions taken to improve how we will be monitoring appraisal completion for the 2013/14 financial year.

Audit recommendations and HR & OD actions

5. The attached Audit Report (Appendix A) gives recommendations for HR & OD to action in response to the findings from the 2012/13 manual process.

a) HR & OD should ensure that future performance management calculations of appraisal completion are subject to thorough and rigorous quality checks (Appendix A – Para 5.8)

Action: A quality assurance process for reporting is being agreed between HR & OD, Shared Services and IMT.

b) HR & OD should implement a process for recording appraisals which allows consistent reporting of completion rates. (Appendix A – Para 5.11)

Action: The up-graded system of SAP reporting has just been introduced - March 2014. This is simpler, quicker and easier to use and does not require any manual intervention. Reporting on completion rates will be automatic. Also, future HR & OD reporting for 2013/14 completion figures will be consistent, due to implementing pre-set financial year dates.

c) HR & OD should implement a process for reporting appraisals which is designed in such a manner as to allow reproducible results. (Appendix A – Para 5.12)

Action: As above, the up-graded system of SAP reporting introduced in March 2014, will enable reports on appraisal figures to be accurately referenced and kept with descriptions of selection criteria used.

d) HR & OD should clearly define which staff are included in appraisal completion performance management. (Appendix A – Para 5.13)

Action: It is defined in project documentation that all “core” employed staff at Surrey County Council should have an appraisal. Bank staff, starters and leavers, long-term sick, and maternity leave will not be included in the figures.

Further planned actions

6. As a result of a manager survey on the 2012/13 manual process, HR & OD had already planned improvements to the appraisal recording and reporting process for 2013/14.

7. These improvements have been combined with the actions agreed in response to the audit recommendations, and are as follows:

- 7.1 Regarding the simpler recording process for managers on our IT system (SAP) which went live in March 2014, to continue with communications and engagement to get all managers using this new system to record appraisal completion.
 - 7.2 HR & OD will provide Strategic Directors with live reports on appraisal completion between May and July 2014. These will be cascaded to Heads of Service in order to promote recording.
 - 7.3 HR & OD intend to report on final completion figures for the 2013/14 financial year to COSC and PPDC in October 2014.
 - 7.4 We will continue to follow these timescales annually.
8. Please note that ASC work to a staggered timescale with targets throughout the year due to an existing arrangement with the leadership team. This will be kept under review.

Conclusions:

- 9. HR & OD are committed to accurate reporting on appraisal completion. This is demonstrated by the improvements made to the recording process and the commitment to providing regular reports on completion figures.
- 10. Please see the MAP (Appendix B) for the audit recommendations and details of the actions which will be undertaken in response to this.

Recommendations:

- 11. HR & OD requests that COSC provide scrutiny of appraisals figures on an annual basis.

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Sources/background papers:
Appendix A – Audit report
Appendix B – Management Action Plan

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