



Overview and Scrutiny Committee  
6 November 2014

Appraisal Completion Update report for 2013/14

**Purpose of the report:** Performance Management

To provide an update on the progress made towards the recommendations from this Committee, Wednesday 30 April 2014 (Item 35/14)

**Introduction:**

1. Following recommendations from this Committee, Surrey County Council is making good progress towards achieving 100% completion of appraisal figures for eligible staff by May 2015.
2. This report aims to:
  - a) Outline the current appraisal completion rates to members and explain how we are working to achieve 100% completion by May 2015.
  - b) Update the Committee on our research into digital options for appraisals.
3. Our diverse areas of work mean that appraisals take place at different times of year for different services. The majority of the Council undertakes appraisals at the end of the previous financial year (April – June). Some services in Children, Schools and Families undertake appraisals at the end of the school year (July – September). Services with a large number of operational staff such as Commercial Services and Adult Social Care undertake a ‘staggered’ approach throughout the year (April - March). There is an expectation therefore that completion rates will vary for different services throughout the year and that we will therefore report on an end of year complete picture.

## Current completion rates

- 3.1 HR & OD are working closely with Heads of Service and managers to monitor and actively support appraisal recording. Using system reporting, we are able to identify easily who has and hasn't completed appraisals and we are using this data to follow up with these areas.
  - 3.2 Reports are produced frequently, based on demand from Services and regular reports are distributed to those areas with low completion results and followed up actively.
  - 3.3 HR & OD have also attended management meetings for those areas with lower completion rates, resulting in an improvement in figures. For example, an improvement of 50% in Cultural Services figures was seen one month after attendance at a senior management team meeting.
  - 3.4 Where HR & OD is informed that appraisals have taken place but have not been recorded due to workload pressures or lack of familiarity with appraisal recording, we are actively working with these areas to find ways of relieving this administration task and solutions are being found. E.g. Locality administration teams are carrying out this task on behalf of managers in ASC and in Libraries.
- 4.
- 4.1 Directors have committed to their services achieving 100% completion by end of March 2015.
  - 4.2 There are HR & OD colleagues working with key people in each of these areas to ensure they are supported in achieving this target.
  - 4.3 Commercial services catering section (888 staff) have had to respond to the government's initiative for extending school meals for five year olds this year. This has resulted in an extraordinary increase in recruitment activity (400 extra posts recruited to and still recruiting) with the concomitant extra work load this brings in order to have got things up and running in time for a September 2014 start. The catering team are at risk of not being able to deliver meals on time at all schools and so a one off agreement has been reached in recognition of these extraordinary circumstances, to postpone the remainder of the catering appraisals into 2015/16. The Head of Commercial Services remains absolutely committed to getting her appraisals completed and this lee way will allow some much needed breathing space given the special circumstances.
5. Surrey County Council, therefore, has an overall appraisal completion of 66.38% at 21 October 2014, excluding Commercial Services Catering Division.

6. The breakdown by Directorate is in the attached appendix.
7. HR & OD remain committed to working with managers to achieve 100% completion of appraisals for eligible staff. We are clear on our message that appraisals are a core management responsibility and that action is needed from all line managers across the Services to achieve the target.

### **Digital appraisal**

8. HR & OD and Shared Services are investigating options for a digital appraisal at Surrey County Council, following a recommendation from this Committee.
  - 8.1 Research is being done into systems used at other organisations including Surrey Choices and other county councils.
  - 8.2 We will be having demonstrations of how some systems could potentially work for us over the next few months and will involve a user group of managers.
  - 8.3 There are concerns over the cost of implementing a system which would need to be tailored to the individual needs of our services.
  - 8.4 Future partnership working with East Sussex County Council will also have an impact on decisions surrounding improvements to our systems.
  - 8.5 A recent survey of managers indicated that 52% of managers wanted no more changes to appraisal recording and wanted time to embed the current approach. The introduction of recording appraisal outcomes on SAP has enabled us to track and monitor completion in a much more effective way than in the past.

### **Conclusions:**

9. Directorates and Services are committed to recording 100% completion of eligible appraisals by end of March 2015. Final figures will be subject to audit and reported back to COSC in May 2015.
- 

**Report contact:** Carmel Millar, Director of People and Development

**Contact details:**

**Sources/background papers:**

Minutes from previous committee meeting re appraisal data (Wednesday 30 April 2014 – 35/14)

Appendix A – Breakdown of current appraisal completion figures

