

WEST DUNBARTONSHIRE COUNCIL

Report by the Chief Executive

Council: 29 August 2007

Subject: Performance Management and Appraisal for Chief Executive and Directors

1. Purpose

- 1.1** This report recommends a framework of Performance Management and Appraisal for the Chief Executive and Directors of the Council.

2. Background

- 2.1** The Best Value Audit Report recommended that the Council should review its current annual appraisal arrangements for senior officers to ensure that the approach to accountability and performance management would deliver stability, innovation and the vision needed for the future.

3. Main Issues

Individual Performance Management

- 3.1** The Modernising Government agenda has set challenging performance objectives for the delivery of high quality public sector services which meet the needs of customers and stakeholders within the constraints of available resources. Individual Performance Management should underpin the achievement of these strategic aims through the provision of a framework for the identification of objectives and targets which are measurable and are clearly focused on supporting or delivering Council priorities.
- 3.2** Performance Management is an holistic process bringing together many of the elements which support successful people management practices. It provides a framework to focus attention on the **way** in which results are delivered as well as **what** is delivered to embed behaviours that are consistent with the values of the organisation. It is about establishing a culture in which individuals and groups take responsibility for the continuous improvement of services and their own skills, behaviour and contributions. It is a process – not an event – and operates as a continuous cycle.

Individual Performance Management Framework and Competencies

- 3.3** A recommended framework for individual performance management is attached at Appendix 1 of this report. The framework incorporates processes for:-

- Objective Setting with targeted Measures of Achievement
- Personal Development Planning
- Formal Performance Review and Assessment

3.4 The framework is underpinned by an outline Behavioural Competency Framework – this incorporates dimensions of behaviour which lie behind successful performance. To perform well it is necessary both to be able to do a job at a technically competent level and to exhibit behaviours that reinforce those technical skills. The overarching competence framework for West Dunbartonshire Council will be further developed on appointment of the Organisational Development Manager as previously approved in the arrangements for a revised management structure, however the outline framework will support initial introduction of a revised performance management framework.

Recruitment and Performance Management Committee

3.5 To enable a formal overseeing of the Individual Performance Management system for the Chief Executive and Directors, it is recommended that the remit of the Recruitment Committee be extended. A draft constitution and remit for this extended Committee for eventual incorporation into standing orders is attached at Appendix 2 of this report.

4. Personnel Issues

4.1 In introducing a formal Individual Performance Management system it would be necessary to ensure that all involved are well trained and supported throughout the process. In order to ensure credibility in introducing the performance management process, it is recommended that, subject to formal tendering arrangements, the Council identifies experienced external Organisational Development consultancy support to train and support the Chief Executive and Directors in the adoption of effective performance management processes

5. Financial Implications

5.1 There would be a requirement to finance a small level of consultancy support and to take account of the management development requirements that are likely to be identified within the Personal Development Planning process.

6. Risk Analysis

6.1 **A detailed** risk assessment is not required however there is a clear risk associated with the failure to ensure clear accountabilities for performance delivery and maximise individual performance by supporting development needs.

7. Conclusions

- 7.1** There is a requirement to modernise the Council's approach to individual performance management and appraisal for its most senior officers. The proposed framework sets out a process to ensure individual performance management delivers benefits through embedding rigour and control in the achievement of organisational objectives, in a way that is consistent with the values and culture aspired to by the Council.

8. Recommendations

- 8.1** Members are asked to approve:-

- (a) the Performance Management framework attached at Appendix 1 for use with the Chief Executive and Directors;
- (b) the use of an external consultant to support the introduction of the Performance Management process; and
- (c) the development of the Recruitment Committee remit into a Recruitment and Individual Performance Management Committee as outlined in Appendix 2.

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Date: 10 August 2007

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Appendices: Appendix 1 Performance Management System for Chief Executive and Directors
Appendix 2 Draft Constitution and Remit for Recruitment and Individual Performance Management Committee

Wards Affected: No Wards are affected