

'Valuing Our Staff' is a Core Value of the Council:

We can deliver nothing without the efforts of staff – they are the reason we succeed. We will support, praise and invest in our workforce to achieve higher standards of service delivery.

Helping People to Perform (HPP) is about every member of staff in every team meeting with their line manager to:

- Agree tasks to be achieved
- Determine Backing/support help you need to perform
- Consider how things are going and if things need to be done differently

As an employee of Carmarthenshire County Council, we are all entitled to meet our line managers at least once a year on a one-to-one basis and talk about how things are going for you as an individual.

The meeting will:

- Be arranged with you by your line manager or ask them to make a date!
- Prompt you or your line manager to tell each other before the meeting if either needs to discuss a specific performance issue (*as no surprises allowed!*)
- If you have a chance beforehand, to use the HPP preparation form to think about questions and answers you would like to talk about at the meeting (*try to have a look at your last HPP form if applicable*)
- Allow you to have an unhurried, private & confidential conversation with your manager to discuss how you both feel things are going and sharing thoughts
- Produce your Personal Development Plan (PDP) that captures any learning & development required
- Give you the opportunity to make improvement suggestions on how you feel things could be done differently
- Allow you to discuss anything that is concerning you and what help or support could be offered

Equalities Statement

Carmarthenshire County Council is an Equal Opportunity Employer and as such it seeks to ensure that all employees receive equally favourable treatment on the grounds of race, colour, nationality, ethnic or national origins, language, disability, religion belief or non-belief, age, gender, gender reassignment, sexual orientation, parental or marital status and that they are not disadvantaged by conditions or requirements which cannot be shown to be justified.

To ensure that all staff are treated fairly within the Authority every member of staff should be given the opportunity (at least once a year) to discuss their individual performance and training and development needs with their line-manager to help improve our services further. The Authority makes the commitment to fair access to training and development in its Equality & Diversity Policy.

*Helping People to Perform is about working together to improve
our present & future performance*

7. Key Personal Tasks - should be developed, agreed and relative to the Principal Accountabilities of the jobholder (*from the job profile*), and the Business Plan.

Ideally they should be **SMART**:

- **S**pecific enough to understand
- **M**easurable to indicate how successful the individual has been
- **A**chievable so that there is a good chance of success yet still remaining challenging
- **R**elevant to the person's job and to the objectives of the Section /Department /Council
- **T**imed so that there is a time scale for completion

Between six and eight key personal tasks reflect a balance between ongoing work and new areas of work.

Encourage suggestions that could help 'improve the way we live and work'.

8. How is it going at half year and at end of year? At half year, reflect how key tasks are going by discussing progress and development, and making any adjustments to reflect any changes in priorities or circumstances. Consider using PIMS (*PIMS stands for Performance and Improvement Monitoring System*) reports if applicable to see how things are progressing against key tasks. More informal and frequent reviews may take place on a far more regular basis depending upon the nature of the job.

At end of year, items to record may include:

- What was achieved overall?
- How well was it achieved?
- Were there any barriers to achievement?
- What could have been done differently?
- How were working relationships?
- If the targets were not achieved, what were the reasons?
- What could have been done differently in order to improve performance?
- Any improvement suggestions?

9. Learning and development - what can be offered to help the individual achieve their tasks? Have you brought forward any needs from undertaking CMAT? What method of support is to be undertaken? E.g. through shadowing someone else?; through an e-learning route?; through attending a conference?; through research?; through attending a training course?; etc. Think about:- Resourcing? By When? Priority Level? Cost? Benefit?

Remember **Backing and Support is more than just learning & Development**

- **Enough say to get job done** – think about how much say we have in the way we do our work.
- **Feedback & Information** – do we receive adequate information and support from colleagues and managers (immediate & senior)?
- **Work relationships** – promote positive working to avoid conflict and deal with unacceptable behaviour
- **Kept Updated** – think about how organisational change (large or small) is managed and communicated to all staff
- **Expectations of Role** – do we understand our role and where we fit in within the Council and whether the organisation ensures that we do not have conflicting roles
- **Resources/Workload/Support/Environment** – think about resources provided, workload, work patterns and the work environment.

The manager should also make available/take into account the following:

- Copy of the Business Plan
- Personal tasks are cascaded from the Business Plan
- Staff are consulted on & have agreed on Targets & by when
- Copy of the Job Profile

SECTION 4: In confidence... Your ABC of Helping People to Perform

A GREE your tasks and make improvement suggestions

B ACKNOWLEDGE your need... How can we help you perform?

C ONSIDER how do you feel it went... Anything we should do differently next year?

Half-year At end of year

Broader development needs (if applicable):

Would you like to take this opportunity to discuss any other work related issues or reasonable adjustments?

Yes/No Yes/No

Jobholder Signature: Jobholder Signature:

Date: Date:

Now go back to **SECTION 2** and summarise agreed learning needs

10. Any broader development needs that may be identified in addition to individual needs may be recorded here – these may include wider team needs or career progression development needs. Consider also language skills for an individual or group requirement. (Please see reference manual)

11. The jobholder must have an opportunity to discuss any other work affecting issue that may be concerning them or causing stress. If there are concerns (*from either the individual or the manager*) that are having an effect on individuals' performance then a more in-depth assessment should be triggered when the jobholder answers yes.

- Discuss support available, including HR manager/Occupational Health support
 - You may need to set up an additional meeting to explore the concerns raised and discuss adjustments that may help. Action points should be documented and followed-up on.
 - Further assessment through the stress risk questionnaire should be undertaken
- Please see reference manual for further information

13. The manager should give an overall review statement, drawing together what had been discussed at the end of year performance review meeting and any further comments that they feel are relevant to the process.

If required then a continuation sheet may be used and attached to the form (*please indicate if one is being used*)

The manager will need to sign and date the HPP form before passing a copy to the jobholder.

14. The jobholder should state within this section whether they agree with the performance report and also it allows for further comments to be made to accompany the report. The jobholder will need to sign and date the performance report. If the jobholder does not agree with what has been recorded and doesn't wish to sign the form then the Countersigning Officer should speak to both the jobholder and the manager to find out what the issue is. The jobholder may wish to speak to another officer in confidence if they feel it's more appropriate to do so. They may also want to speak directly to Occupational Health for impartial, confidential advice.

If an issue arises, it should be encouraged to resolve the issue internally in the first instance. Failing resolution, then escalation to the appropriate parties should take place. Please refer to reference manual for further explanation.

15. After the form has been returned to the manager (*signed or un-signed*), the manager will then forward the form onto the Countersigning Officer for their comments and signature.

The role of the Countersigning Officer is an important element in the process for ensuring quality control and to ensure fairness and accuracy within the HPP process.

The Countersigning Officer will need to sign and date the performance report before returning a final copy to the manager and jobholder

In confidence...
To be completed at the Annual twelve month review stage after Section 4C
Please remember that "putting our staff" is a Core Value of the Council. We can deliver nothing without the efforts of staff – they are the reason we succeed. We will support, praise and invest in our workforce to achieve higher standards of service delivery.

SECTION 5: Overall review

Signed by Manager: Date:
☐ Continuation sheets attached

SECTION 6: Jobholder comments
Jobholder

- Speak to your manager or if that is not appropriate another senior officer in your service, or your HR Officer, if you have any concerns you want to discuss further in confidence.
- You can directly access HR Team/Occupational Health support on the intranet, under Health, Safety & Wellbeing> Occupational Health or by ringing **01267 246060** for confidential advice around your well being at work.

I have read this HPP form and agree/disagree* that it is a true reflection of my performance, I also wish to make the additional comments:

Signed by Jobholder: Date:
* Delete as appropriate

SECTION 7: Countersigning Officer comments
I believe this HPP form to be a fair and accurate reflection of the jobholder's performance and it has been completed in accordance with the Corporate Guidelines.

Signed by Countersigning Officer: Date:

Once signed off, return final copy to manager and jobholder

HPP

16. The Countersigning Officer should state whether they believe the HPP form to be a true and accurate reflection of the jobholder's performance and completed in accordance with the Corporate Guidelines. Please refer to guidance notes should there be a disagreement.