

Module Name: Understanding the Link between Individual and Organisational Performance – 5KIOP

Report Title: Understanding the Link between Individual and Organisational Performance – on the Job training

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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed:




Date: 19th September 2020

The Brief

- a. Meet with your line manager or other relevant person to thoroughly understand your organisation's approach to performance management. If possible, attend an organisational training course on Performance Management/view and internal webinar.

Word Count : 750

Meeting – I met with my Manager Christine at the end of August on a Teams Call. As due to the Pandemic we are unable to conduct face-to-face meetings at present. There have also been no organisational training courses or webinar's held at this time so I have been unable to attend a training course on this topic. I hope to be able to attend one when they are placed on the schedule.

Christine went over the full Performance Management Policy of Swansea Council with myself and also over the current set up of our 1-1 meeting's within my area of "The Service Centre".

The Council Policy.

The policy itself clearly outlines the roles and responsibilities of every party, from Chief Executive Level down to employee. As many of the theories we have looked at suggest HR itself is mainly responsible for ensuring that the policy is written and written in a manner which keeps it up-to date with current legislation and codes of practice. They are also responsible for offering advice and training on how managers implement the policy on a day to day basis and any training and development needs to ensure that managers are able to conduct the management process.

Christine explained the "competence" based appraisal approach and how this aligns to your Job Description, Person specification and Role Profile. She also explained that the Job Description should according to policy be reviewed on a regular basis.

It was also made clear that within Swansea Council it is the responsibility of your immediate Line Manager to ensure that Performance Management for each employee is conducted in a regular and timely manner.

The policy is clear in that the Performance Management process should be implemented on Day 1 of employment ideally in the induction process and that the process itself is not a "one-off" thing but a continual cycle throughout the employment of the employee.

At induction – Objectives are set and these objectives will be reviewed under the Probationary period – Probationary interviews / forms are completed between employee and line manager at 3 months and 6 months and if these periods are satisfactory then employment will be confirmed. If not satisfactory then the period can be extended to 9 or 12 months when performance will again be reviewed, if unsatisfactory then employment can be terminated under the terms and conditions of the probationary policy which is also included within each employee's contract of employment.

Following successful probation the manager will then review performance on a regular basis in the form of 1-1 meeting or supervision with the employee. It is suggested within the policy that these are held on a 4 -6 weekly basis. Within the Service Centre where I work I have a monthly review. Within this review feedback is given on the months work and targets are given. We also discuss wellbeing, team dynamics, workloads and any training and development needs that can be accessed. These meeting are designed for encouragement and a safe place to discuss any concerns. The questions asked have also recently been reviewed to include a question about Home-working. All feedback is documented and feedback is provided to our Head of Service on a regular basis.

These regular reviews are not meant as a replacement for the Annual appraisal which should be conducted on a regular yearly basis. The Annual appraisal is meant as it says to reflect what happens over the year and setting longer term targets etc. The Council has specific forms for the Appraisal Performance and Development Review (PADR) process and these are separated into 2 forms 1 for those up to pay Grade 7 and then 1 for those on Pay Grade 8 and above. This is mostly because those on Grade 8 and above will have some management responsibilities of their own which will also need to be reviewed.

The policy links too many other policies within the council such as the Capability, Probation, Training and Development etc

It was good to get a complete overview of the Performance Management Policy with Christine and I believe that this has given me a greater understanding of the theory that I have been studying for this module. I particularly feel that Swansea Council is in line with Bloom et al (2012) research in that where Targets, Incentives and Monitoring is set and met there is a 23% increase in productivity. It also follows a lot of advice I have read from ACAS and the CIPD on how to conduct Performance management.

Christine and I talked about the setting of targets which has been a new addition to our work plan – this has involved setting targets for individual teams and each member of the team. Whilst this has been successful in that team members seem to be working harder in that they go beyond the target, Christine commented that not all people are the same so this needs to be recognised as part of the 1-1 process and we should not be comparing one against another. This is a fair comment as we need to recognise that not all people work to the same pace, we don't know what others have going on in their own personal lives which may mean that work capacity is slowed for a season etc

As we both agreed, there is always room for improvement. Whilst we regularly meet for 1-1 in our teams the same cannot be said for the entire council. We also as an area because of the regularity of 1-1's sometimes overlook the yearly appraisal. It was also noted that the policy had not changed for a number of years.

As part of my team, we send out 3 and 6 month probationary report forms to manager for completion in 1-1's. The % returned quickly is usually low and these have to be chased for

completion. This does make you wonder whether the 1-1 supported by the policy is being actioned across the whole council on a regular basis?

References

ACAS Website – *Performance Management Guidance* – Available at:

<https://www.acas.org.uk/search?keys=performance+management>

CIPD Website – *Performance Management* – Available at:

<https://www.cipd.co.uk/search?q=performance+management>

Swansea Council Website – *Employee Performance Management Policy* – Available at:

<https://www.swansea.gov.uk/councilpolicysearch?articleid=19886&q=Performance&searchmethod=ANY&continue=Continue>

Swansea Council Website – *Probation Policy* – Available at:

<https://www.swansea.gov.uk/councilpolicysearch?articleid=19886&q=probation&searchmethod=ANY&continue=Continue>

Taylor, S., & Woodhams, C. (2016). *Human Resource Management: People and Organisations* (2nd edn). London: CIPD