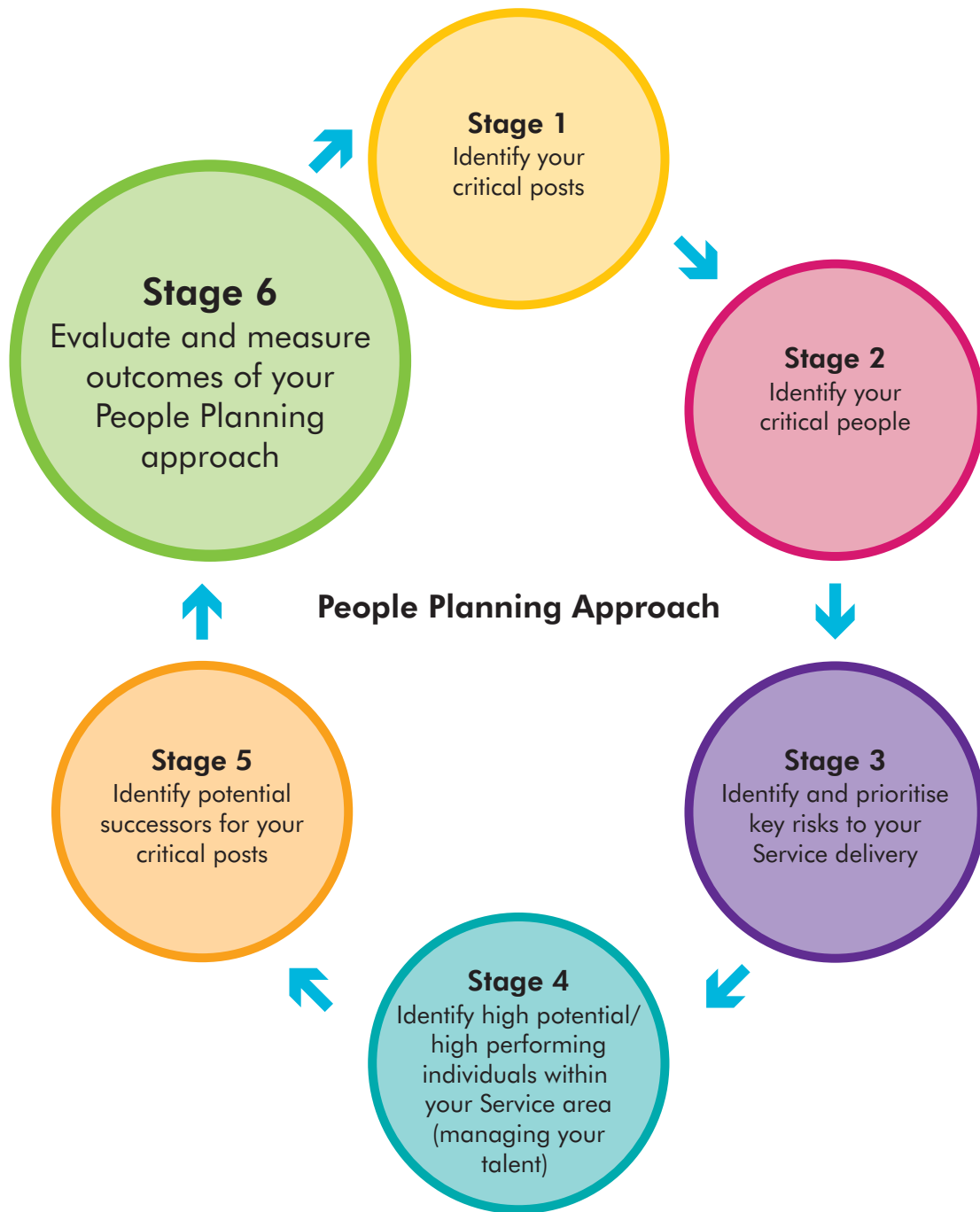


Stage 6: Evaluating the outcomes of your People Plan







Why do we need to evaluate the outcomes of our People Plan?

As with any people-related initiative, evaluating and measuring the success of this approach is imperative in order to maximise the benefits of addressing people planning issues within the Council and to identify areas of the approach that need to be improved or modified.

Evaluation measures need to directly address the specified objective of the Council's people planning approach. As such the Council must avoid shying away from tracking progress, including their own performance in delivering their stated commitment to this issue. The use of good quality data and measures provides a robust basis on which to refine, or significantly modify, this approach to people planning.

Hints and tips:

In reality, it may take two or more 'cycles' of People Planning for the approach to be fully embedded within your Service area and for any evaluation to be really meaningful, but a start must be made.

What do we measure in order to evaluate the success of our Plan?

There is a range of factors that can be used to evaluate your people planning approach:

Quantitative measures include:

- Changes to 'bench strength' – that is, the number of qualified, capable and available candidates who could successfully fill vacancies in key roles – expressed as a ratio or number in relation to critical roles
- Whether all key positions have a pool of potential candidates or strategies in place to address succession issues
- Time taken to fill vacant critical posts
- The proportion of internal to external appointments in critical roles
- The number of employees assessed to have high potential, the number of new employees with high potential identified since the last review, the number downgraded since the last review
- Changes to internal mobility rates as a result of work-based development experiences
- Number of 'stretch' assignments which resulted in failure or dips in performance
- Retention rates for high potentials who have not achieved promotions*
- Promotion rates*

** Note: whilst the underlying premise of this approach is that employees identified as high potential will not automatically be promoted - as all vacant posts will, in accordance with the Council's policy be subject to open competition - one of the major benefits of this people planning approach is to develop employees internally to be able to take on the challenges of these roles rather than looking to the external market to appoint to the roles.*



Measures which involve a greater degree of qualitative assessment include:

- Assessing progress on the achievement of individual development plans
- Tracking the progress of individual participants
- The degree and nature of involvement of current leaders and senior managers
- Impacts on the approach as a result of organisational changes
- Implementation of retention strategies for employees who have been identified as “ready now” for bigger challenges and who have not yet gained promotion
- The Council’s performance in identifying development opportunities, filling them appropriately, and following-up on progress
- Participants’ experience of transition into new roles, based on the development they have received
- The success of communication strategies to deal with any unanticipated issues arising from this approach
- The realisation and communication of the results and the benefits of this approach
- The success of the employee in their new role