

Everything You Need to Know About Managing Your Performance



Introduction

Managing Performance. What does it mean? Well, it is a guiding principle for everyone who works within the Council to ensure that we're working together to deliver, based on need, the best possible services, at the highest possible quality, making the best use of resources to ensure our communities are served now and into the future. Use it well and not only will the Council get the best from you, but you will get the most out of your time at the Council.

This booklet will help you to understand your role in managing performance, why it's important, and how you can make sure you're putting it into practice.

1. Day-to-day performance management

The first step is an open working relationship between you and your manager. This should involve regular communication about day-to-day issues such as priorities, deadlines, behaviour, attendance and absence, or specific pieces of work. It should also include regular progress-checks on your objectives, updates to Action Plans and the collation of notes from meetings.

2. Agreeing Objectives and Performance Development

Objectives are work based targets or goals – pieces of work that need to be achieved. Setting clear objectives with your manager will ensure that you know what you're expected to achieve, and where the focus of your activities should be. It may be that your objectives require you to develop your existing skills, knowledge, or ways of working to develop your performance to achieve the right results.

Objective setting and personal development go hand-in-hand.

3. Your Annual Performance Review

Your Performance Review is the formal process by which you and your manager will look back at your progress through your previous year at the Council. During the annual meeting you and your manager should discuss your overall performance progress for the year and any areas for development or support. Your regular 1-2-1s with your manager, and any notes or updates to your action plan should prepare both you and your manager well for these more formal meetings, ensuring there are no surprises and you both have a range of examples to draw upon.

Good for you – good for the Council

Following these three steps will give you more confidence, pride and satisfaction in your work. It can improve your working relationships with your colleagues, enhance your career prospects, and help you to have a real sense of purpose every day. And if we're all doing it, the Council will continue to be made up of highly motivated, skilled, and passionate people – focused on achieving key goals to enhance the quality of life for those who live, work in, or visit our communities.

For the purpose of this booklet, the term 'Manager' is used to identify anyone who has direct responsibility for an employee or group of employees. This includes Supervisors, Team Leaders, and anyone who has responsibility for undertaking supervision sessions with their team, or delegating and monitoring the work of their team.

Day-to-day Performance Management

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Day-to-day Performance Management ensures that we're all working towards the Council's overarching vision, values and beliefs – to ensure that the communities we serve receive the best possible services, based on need, and that we have the best possible people to provide those services.

Managing your performance deals with practical daily issues such as time-management, attendance or becoming more effective at day-to-day tasks. Many of its related activities will take place throughout the year, particularly in regular one-to-one meetings with your manager.

Activities include:

- Talking with your manager about your progress in your regular 1-2-1 meetings
- Discussing the way that you get your job done, using the statements in the competency framework as a guide, and whether it is meeting the standard agreed beforehand
- Reviewing your priorities
- Coaching or receiving coaching to develop a particular area of your job
- Where appropriate, identifying any problems and more effective ways of working
- Giving and receiving feedback on both good and not-so-good work
- Identifying poor performance and overcoming any obstacles hindering progress

Some of these items will be more relevant to you than others but the '3 P's' – **progress, priorities and problems** – should be high on everyone's agenda.

Use the 'Recording Progress / Notes from 1-2-1 Meetings' template to help you prepare for your meeting, and to keep a record of the key points from your meetings. Making this a habit will be invaluable in the long term as you will be able to refer to these notes to help plan your work; make informed decisions about your progress; gather evidence / examples for your formal review and when applying for other roles within the Council. Managers also need to make notes and a similar form is available in the Manager toolkit.

Clear communication

The Council's Performance Management activities have a common theme – to establish an effective relationship between you and those you work with. In particular, good communication between you and your manager is essential.

Council Principles for Managing Performance

1. Every employee has the right to have their performance managed as well as having a personal responsibility for managing their own performance
2. Every manager has the right to manage their employees' performance as well as having accountability for ensuring it is managed
3. Performance Management must always support the Council's ways of working.

The Council's Ways of Working

- To be able to make decisions and prioritise in line with our beliefs, values, objectives and protocols (e.g. scheme of delegation)
- To be prepared to take the initiative and be accountable for our actions
- To be able to judge when to challenge and when to follow in order to deliver results
- To be consciously looking to simplify our communications and systems
- To be willing to give and receive constructive feedback that will improve performance
- To be ready to change in order to make things happen
- To be committed to the learning and development of all employees
- To be confident in taking calculated/managed risks – when skilled to do so
- To be accepting of people's differences and appreciate the creative contribution that diversity brings
- To be respectful and supportive of each other.

Managing Your Performance Day-to-Day

Giving and receiving feedback

It's only natural to want to know how you're getting on – whether you're meeting, exceeding or falling short of expectations. So one of the most important forms of communication between you and your manager is to seek and offer feedback.

It's a good idea to use your regular one-to-one meetings for feedback. This will require both you and your manager to reflect on activities and prepare in advance. You should also make sure you act on feedback. It could save you valuable time and even make your working life more enjoyable. Here are some suggestions on how to get feedback:

1. What's good? What can be improved?

Ask your manager for feedback in the form of things you've done well and things you could do differently. Remember, any feedback you give or receive should be timely, specific, descriptive, balanced, and always focused on performance.

2. Use the competency framework

You might find it useful to use a tool such as the Competency Framework to think about how you are doing your job. Every role within the Council falls under one of the nine job families, and within each family there are a number of bullet points around skills, knowledge and behaviours. Take a look at the ones that apply to you, the ones that will impact upon the achievement of your objectives. Use the statements to work out where your strengths are, what you're ok at and where there is room for improvement. The Competency Framework can be found on the Council's intranet or you can get a copy from Human Resources or your Line Manager.

3. 360 degree feedback

This may not be anything more complex than asking a number of your colleagues for some things you've done well and some things to do differently. You might like to ask your manager, team members, or colleagues from partner organisations, to get a fuller picture of your performance.

A note on 'upwards' feedback

Feedback should be a two way process. You are expected to give your manager feedback in your regular one-to-ones and at other opportunities throughout the year. Don't shy away from giving honest 'upwards feedback'. Without your input, your manager may never know if they are succeeding in their job.

Managing poor performance

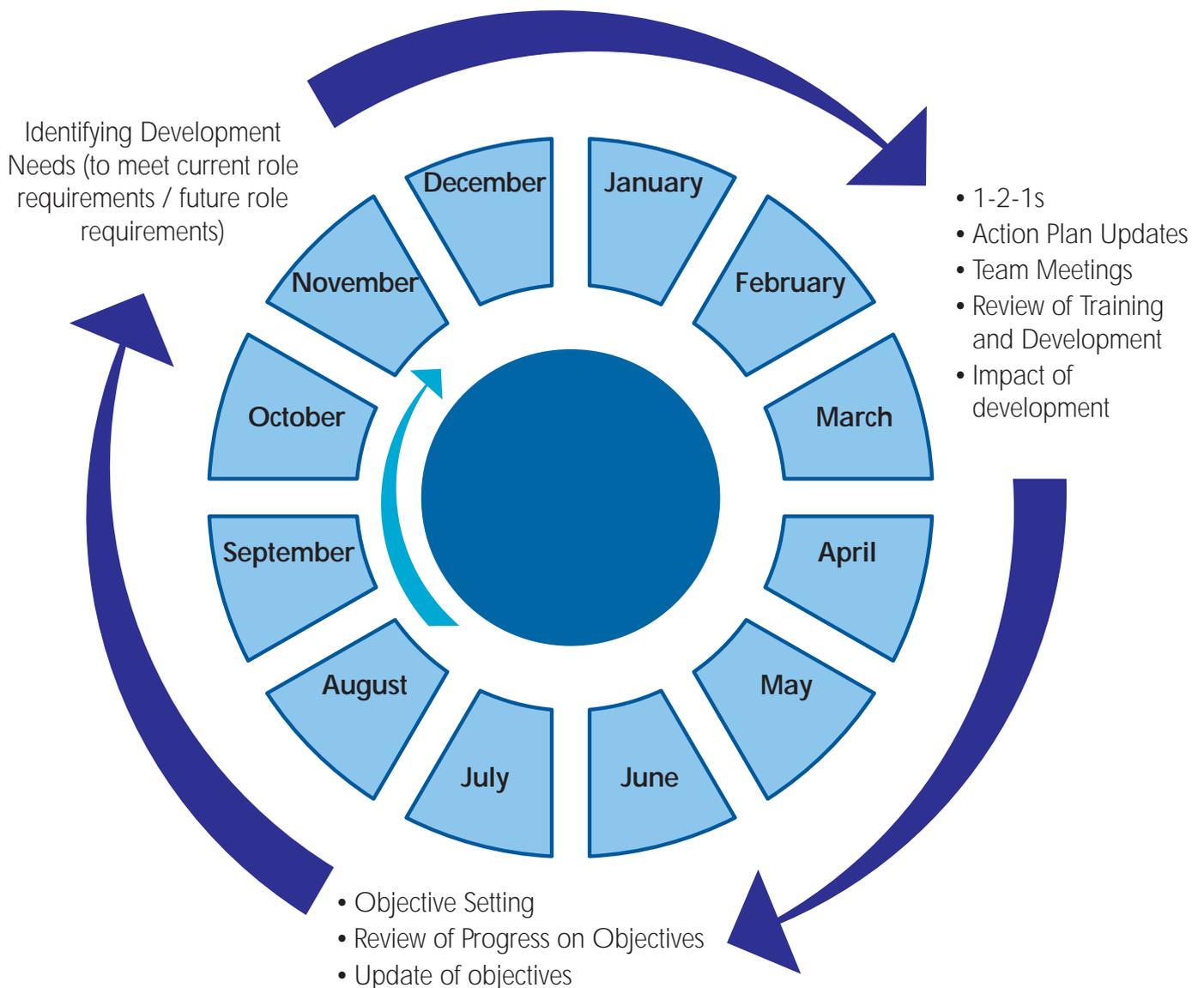
Whether you're the individual concerned or a manager, if you think that you may have a problem with performance the most important thing is that you don't ignore it. You must act as soon as you realise that something isn't right – particularly if you think it is impacting upon achieving objectives and targets, and in doing so steps can be put in place to get the performance back on track.

What can you do about poor performance?

Poor performance can be linked to factors outside of work or different approaches to getting a job done. Simply talking to your manager can help. If you are a manager, you should try and approach the subject informally first, the 'Managing People and Their Performance' toolkit for managers has sections that can help you with this. Managers can also get advice and guidance from their HR advisor, including support in using the Capability Policy. All toolkits & policies are available from Human Resources.

Day to Day Performance Management Activities

The diagram below illustrates how managing your performance is a continuous cycle of activities. As and when the cycle starts will be determined within your Service area, the important things is to include all elements and ensure the day-to-day performance management activities are undertaken.



Agreeing Objectives and Performance Development

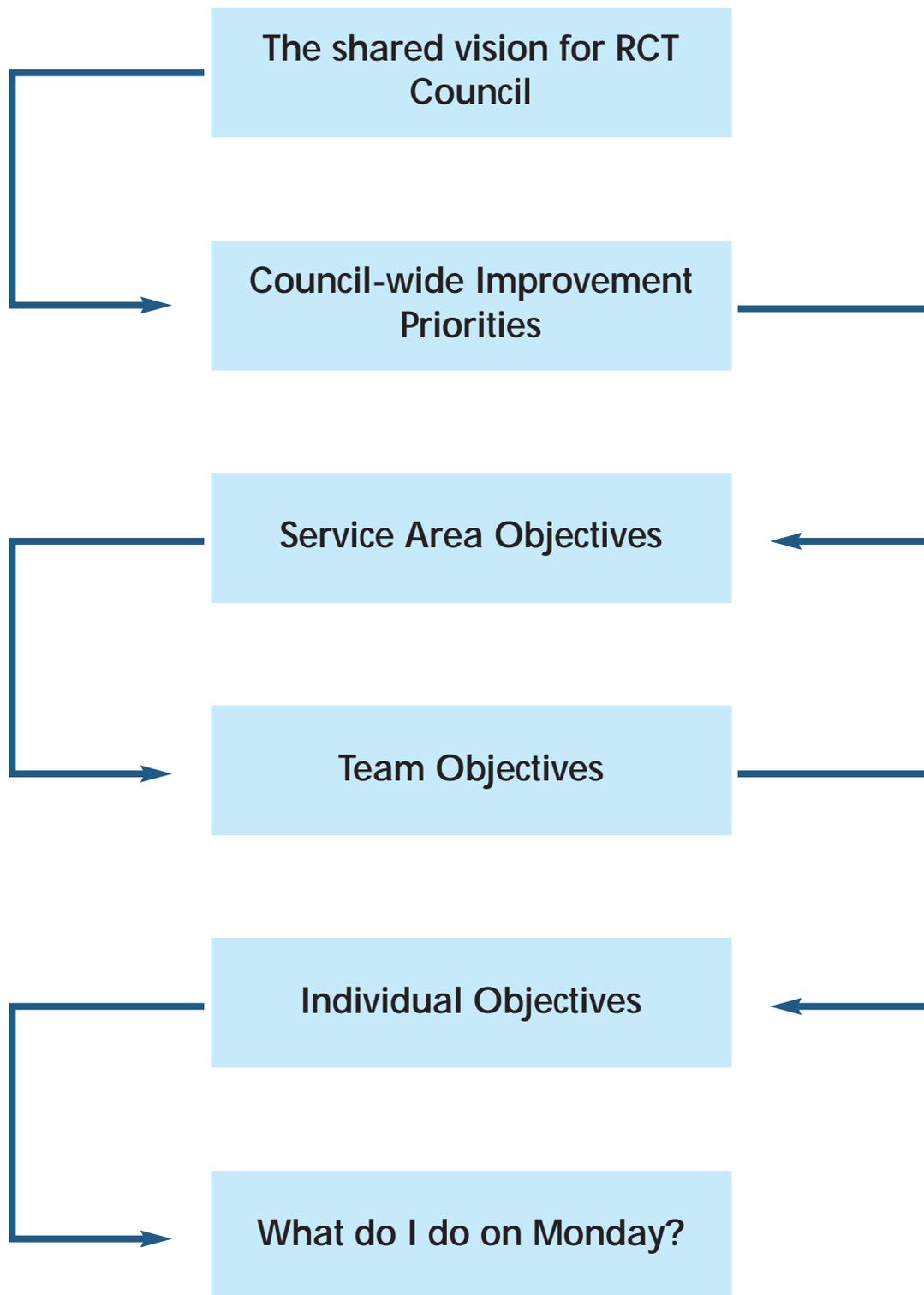
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Everyone employed by the Council must set and agree 'objectives' with their Line Manager - the key things you must accomplish in your role.

They will be very closely related to your job description, which in turn is linked in with your team or Service area's business plan, which in turn will be linked to the Council's improvement priorities and/or the shared vision for Rhondda Cynon Taf.

Putting it simply, our objectives make sure that we're all working for the same goal, so they are a vital part of your working life.

Aligning Objectives



Agreeing Objectives and Performance Development

Getting started

Responsibility for setting and agreeing objectives is shared between you and your manager and you both need to consider the current priorities and key objectives within your team's business plan. Start the process by discussing your initial ideas with your manager, as a guide, most employees will have between two and six objectives. When you come to write them down you should use the Action Plan template.

Make sure that you think about the key things you must do if you're going to carry out your job to the best possible standard. Ask yourself, 'what is it that the Council employs me to do?' or 'what are my key responsibilities?' If you've answered these questions, you're now well on the way to setting your objectives.

Be SMART

SMART objectives help both you and your manager to see not only exactly what you'll be doing and by when but also to share an understanding of how you'll know if you succeed.

Try to make your objectives:

Specific

Be clear about the outcome to be achieved and your contribution to it.

Measurable

Know the criteria on which you'll judge whether you've achieved your objectives.

Achievable

Make sure you have the resources, skills, knowledge, and available time.

Relevant

Your objectives must relate to your job and your Service area's business plan.

Time-related

Set realistic dates to deliver your objectives – whether in full or in part.

Changing your objectives

Objectives are usually set with the next 12 months in mind, but plans and priorities can change and along with them your objectives will change. Talk to your manager when you feel it's appropriate to change your objectives during the year, updating your Action Plan when necessary.

Diversity and equality

The diversity of our employees is a great asset. So it's vital that we don't ignore it or waste it. When it comes to setting objectives, this means having an open-mind.

Consider other viewpoints and different perspectives to your own. Be prepared to have your assumptions challenged. For example, if an employee suggests an objective that you initially think is unrealistic, ask yourself 'why?' If your reasoning is sound, express your doubts. But make sure that you put into practice our equal opportunities policy by checking that your practices do not contain hidden barriers that disadvantage anyone.

For more information see the Council's Equality and Diversity page, and all related documents, on the Council's intranet.

Understanding competencies

'Competencies' is the overarching word for the knowledge, skills, and behaviours we need to do our jobs. If objectives are 'what' we do – what we must achieve in order to do our jobs effectively – then competencies are 'how' we do it.

Most of us work in a team, so it's important to achieve our objectives without creating problems in the process. Being difficult to work with, insensitive to other people's feelings, or withholding information – are all issues that could be costing the Council in lost time, de-motivated colleagues, or low morale. The Council's competencies stem from our over-arching Vision, our Beliefs and our Values and are designed to encourage an open dialogue about how we work.

Competencies give us a language we can all use when talking about the behavioural aspects of our work. This should mean that we're clearer about what's expected of us and that our performance is managed and developed in a way that supports everyone. See the diagram on the next page as well as the 'Competency Framework' for further guidance.

Performance development

Performance development is great for you and great for the Council. It's that part of managing your performance that can give you new skills, improve old ones, or even open up new career prospects for you in the future. It does all this while pushing the Council forward to improve the quality of life for the residents of Rhondda Cynon Taf.

Performance development can help you to:

- Be more effective in specific aspects of your job
- Achieve better results on time, more frequently, and in the best way possible
- Develop future career opportunities

Enhancing performance

Learning isn't confined to training courses and other formal environments. Often on-the-job training that's linked in with your current work can be the best way to learn. In addition, it might be that one of these other ways of learning is more suited to you: coaching; mentoring; shadowing others; workshops; reading; e-learning.

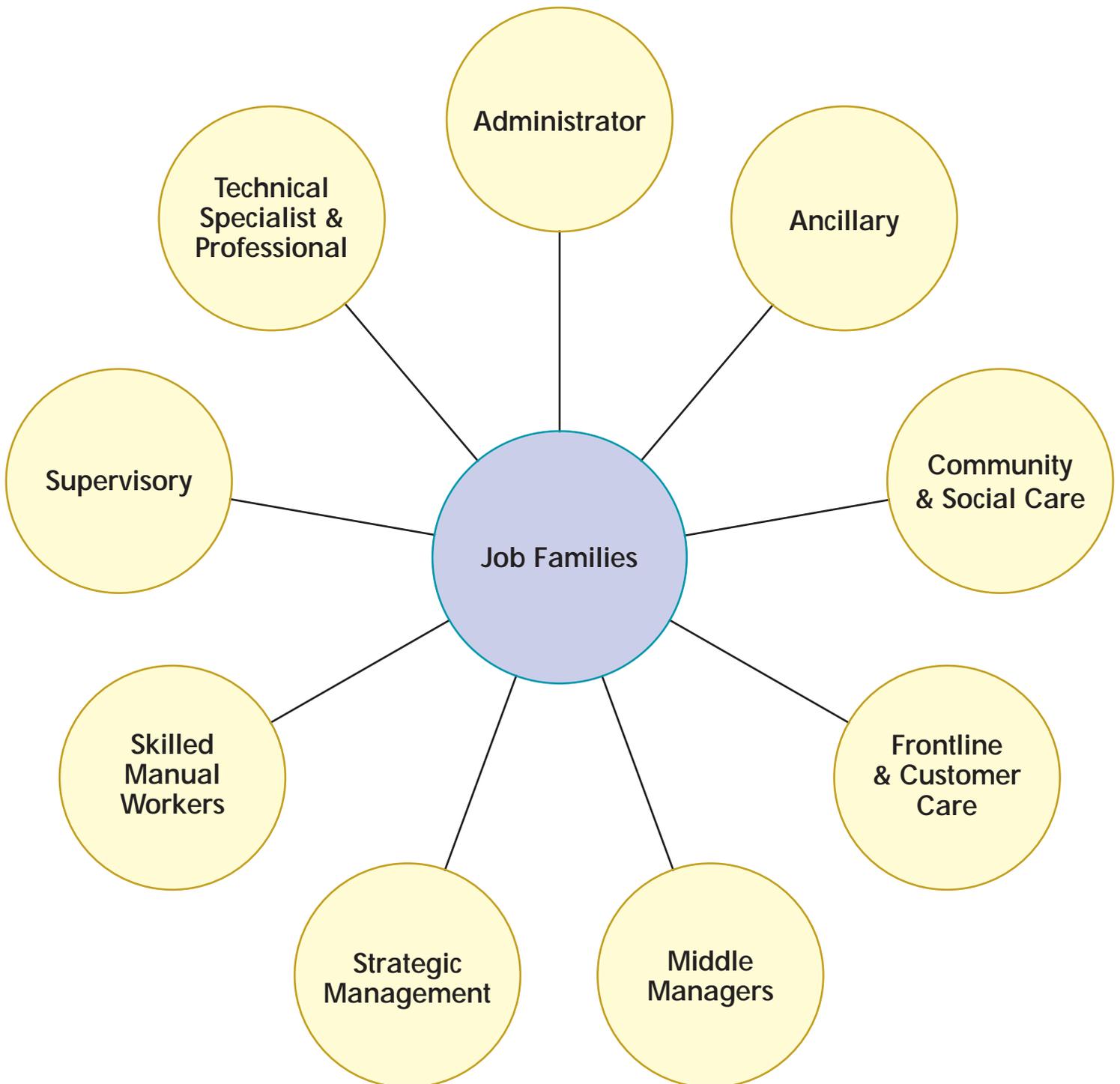
Talk about it...

Start by talking to your manager. They will need to agree that your ideas match your objectives – as well as those of the Council – and that the options identified are appropriate. You will need to record these under 'Performance Development' on your action plan. In agreeing these, your manager is committing to provide any agreed resources. And remember, if your manager suggests an area for development that you had not thought about before, it's not an accusation or a failure on your part – it's about helping you learn. Performance development is for everyone. If you want to study for a qualification that will enhance your performance at work, the Council may even be able to help you with the finances. See the Council's 'Training, Learning and Development' policy on the intranet.

...then just do it

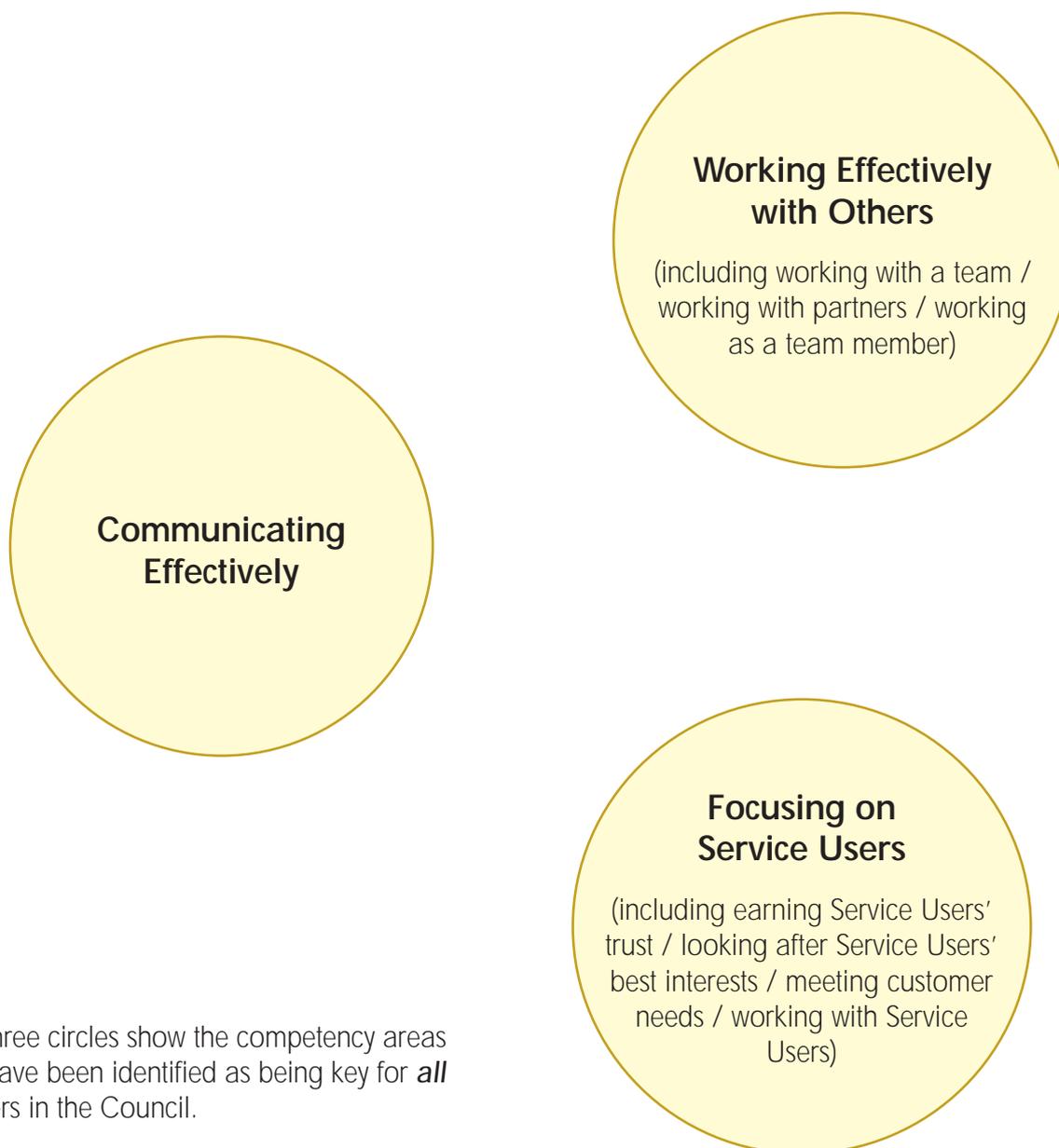
Every Council employee is responsible for their own development. But we don't expect you to do it on your own. Your manager has a responsibility to support and enable you in your development.

The Council's Competency Framework



The yellow sections show the 9 job families

Key Competency Areas



The three circles show the competency areas that have been identified as being key for **all** workers in the Council.

Role Specific Competency Areas



The circles show the remaining competency areas that have been identified as being relevant depending upon *your role and job family* in the Council. The following page shows which areas lie within each job family.

Overview of the Competency Areas (headings) for the 9 Job Families

Administrators

- Working in a Team
- Communicating Effectively
- Achieving Results
- Personal Effectiveness
- Focusing on Service Users
- Complying with Health & Safety

Ancillary

- Working with Others
- Communicating Effectively
- Being Committed & Reliable
- Working Safely
- Demonstrating Technical Ability

Community & Social Care (including Social Care Professionals)

- Working with Partners
- Working with Team Members
- Communicating Effectively
- Achieving Results
- Looking After Service Users' Best Interests
- Earning Service Users' Trust

Frontline & Customer Care

- Working Effectively with Others
- Communicating Effectively
- Achieving Results
- Demonstrating Professionalism
- Meeting Customers' Needs
- Maintaining Safety & Well-being
- Demonstrating Technical Ability

Middle Managers

- Working in Partnerships & Teams
- Communicating Effectively
- Achieving Results
- Focusing on Service Users
- Managing Change
- Implementing Strategy
- Political Knowledge & Awareness
- Managing Resources
- Developing & Motivating People

Strategic Management

- Working in Partnerships & Teams
- Communicating Effectively
- Achieving Results
- Focusing on Service Users
- Leading Change
- Working Strategically
- Political Knowledge & Awareness
- Managing Resources
- Developing & Motivating People

Skilled Manual Workers

- Working with Others
- Communicating Effectively
- Being Committed & Reliable
- Working with Service Users
- Working Safely
- Demonstrating Technical Ability

Supervisory

- Working as a Team Member
- Communicating Effectively
- Achieving Results
- Managing Time
- Being Accountable
- Focusing on Service Users
- Complying with Health & Safety
- Encouraging Professional Development
- Incorporating Change
- Leading & Motivating

Technical, Specialist & Professional

- Working in Partnerships & Teams
- Communicating Effectively
- Achieving Results
- Being Accountable
- Focusing on Service Users
- Professional Expertise & Development
- Creating & Responding to Change
- Managing Resources

Your Annual Performance Review

3

Every Council employee is entitled to an Annual Formal Review of their performance. Your performance against your objectives over the previous 12 months will be reviewed along with how you worked - which will include a discussion around the skills and behaviours (competencies) required to fulfil your role effectively. It's a compulsory part of working for the Council, but it needn't be daunting.

As long as you have been talking to your Manager (supervisor / team leader) regularly and openly, there should be no surprises - simply a formal confirmation of your previous conversations from your regular 1-2-1s.

The Annual Performance Review - Who does what?

Two roles remain constant in your review:

- Your role - a self review
- The role of your Line Manager - reviewing your performance

Involving others

You are encouraged to include other parties where the feedback **adds value**. When making this decision you and your Line Manager need to discuss:

- What value will they add to your review?
- Will the review be objective, constructive and honest?
- Is it what you want?
- Who will the reviewers be?
- Do they have the time to complete the review within given timelines?

It is important to note that any additional reviewers need to give their consent. Your Line Manager is also in the position to agree or disagree with chosen reviewers, based on a justifiable reason – e.g. the individual does not work alongside you on any of your objectives or targets. There are 'Selecting your Reviewer' templates available for those who wish to add additional reviewers.

What is contained within the review?

• Objectives:

Both you and your reviewers will comment on how well you have progressed against your objectives throughout the year – the notes from your regular 1-2-1s will provide you, and your Manager, with evidence and examples.

• How the role is undertaken:

You, and your reviewers will score you against the key behaviours, aptitudes and skills (competencies) that have been identified as being crucial to achieving your objectives effectively (how you do your job).

Scoring against competencies – how you carry out your role, your skills, behaviours

When reviewing yourself (or others) against the competency statements you will choose from the following scoring system:

5: Clear strength – constantly exceeds role requirements in this area

the individual demonstrates this at an exemplary level on an everyday basis and could coach others in the development of this area

4: Moderate strength – often exceeds role requirements in this area

the individual demonstrates this when the need arises and is seen to do this very well

3: Acceptable Demonstration - meets role requirements in this area

the individual demonstrates this adequately when required to meet the expectations of their role (neither a strength or a development need)

2: Moderate Development Need - met some, but not all role requirements in this area

the individual has been seen to demonstrate this on occasion and is aware of the importance of this to their role but does need to develop their ability in this area to integrate it into everyday practice

1: Clear Development Need – has not met the requirements of the role in this area

the individual has not been seen to demonstrate this when carrying out their role and needs clear development in this area.

The Annual Performance Review – Roles & Responsibilities

You – the Jobholder

- Prepare for the review by looking back at and assessing the work you have accomplished during the year (the notes from your regular 1-2-1s with your Manager will help)
- Consider how you would rate your performance against your objectives
- Think about the progress you have made with your personal learning and development
- Share your views and evidence during the review conversation
- Prepare ideas for areas of development, discuss any concerns and career aspirations
- Ask for feedback and provide upwards feedback on your manager's performance – what is helping you / holding you back?
- Your manager will give you feedback on your performance and suggest future objectives. It is important you play a part in establishing these. You can agree, or disagree, with the feedback, but the most important thing is getting your Action Plan in place and establishing a way forward

Your Manager (Supervisor / Team Leader)

- Sets a date, time, and venue for the review
- Dedicates an appropriate amount of time to carrying out the review
- Refers to the notes of any 1-2-1s to evidence and support feedback
- Carries out the review in an environment where you will not be disturbed or distracted
- Ensures comments are well founded and constructive, taking into account any relevant factors and ensuring any decisions are free from bias
- Provides feedback on your learning and development
- Considers how to feedback upon performance, gives relevant examples
- Facilitates the review meeting, encouraging you to share your views fully
- Ensures they are able to evidence any examples they use
- Does not use the Annual Formal Performance Review as the time to bring up, for the first time, issues around performance – such issues should be addressed as and when they occur and plans put in place in your 1-2-1s
- Celebrates successes and recognises positive achievements and effective performance
- If the jobholder disagrees with the performance feedback the manager should take advice from their line manager and Human Resources to resolve the situation and move forward

Senior Management

- Check that annual performance reviews are being undertaken effectively
- Review the jobholder's performance feedback alongside others in their area, checking for consistency and fairness
- Can be called upon to comment on and sign off the review once it has been agreed by all parties if required

Other Relevant Managers

If the jobholder has been involved in a specific project, or has spent part of the year on secondment to a different team, the relevant manager may be asked to give their feedback on the jobholder's performance and behaviour/style of working.

The Role of Internal Audit

Internal Audit has been assigned responsibility for reviewing compliance with the mandatory elements of the toolkit. This will take the form of specific services being selected for review on a periodic basis and will cover areas such as:

- Checking that day-to-day performance management activities are being undertaken (spot-checking evidence of 1-2-1s / team meetings / notes from 1-2-1s / minutes / agendas etc)
- Checking that Formal Annual Review activities are being undertaken (checking evidence of individual reviews / feedback meetings / quality of Action Plans / existence of team development plans etc)

- Reporting to Corporate Management Team and / or directly to Group Directors on areas where good practice exists and also areas where improvement is required.

It is therefore imperative that appropriate records are maintained by the Line Manager and individuals to demonstrate the People Performance Management arrangements in place.

The Role of Human Resources

Human Resources will link in with Internal Audit and the Corporate Management Team to help implement good practice "Managing People and their Performance" across the whole of the Council:

- Providing "managing performance" development opportunities for managers across the organisation (including help with 1-2-1s / team meetings / action planning / dealing with excellent performance / addressing poor performance)
- Providing support and guidance where areas of concern arise – e.g. relationship breakdowns between managers and employees / advice and guidance dealing with poor performance, attendance etc
- Assisting and supporting Managers in the design and implementation of Annual Performance Reviews

Updating Your Action Plan

An important outcome and requirement of the Annual Performance Review is your Action Plan. This will detail how you go forward into the next 12 months.

An Action Plan should include:

1. An overview of your key role responsibilities for the coming 12 months
2. Agreed SMART Objectives – (minimum of 2, maximum of 6)
3. Support required to enable you to fulfil objectives (e.g. management support; additional resources; development opportunities etc)
4. Areas that need to be developed to fulfil objectives (behaviours / skills / knowledge etc)
5. A Performance Development Plan agreed by your Manager
6. Strengths that can be utilised to fulfil objectives (behaviours / skills / knowledge)
7. An area for notes – issues, evidence, successes
8. An area for you and your manager to sign the document

Getting the paperwork right

There are a range of templates available to assist you in the preparation and undertaking of the Annual Performance Review. These can be found on the Council's intranet or obtained from Human Resources. There are also additional templates for Managers in the Manager's Toolkit. You can use and adapt these forms to help you prepare for the review meeting. Your manager will then complete the final version with you and you will both sign the form to formally agree the content.



CONTINUING THE CYCLE

Day-to-day Performance Management

Although an important part of managing your performance, the Annual Performance Review is only a small part of the cycle. The most important element of managing your performance takes us back to part 1:

Day-to-Day Performance Management - having those regular, open and honest conversations with your Manager about your performance.

Regular 1-2-1s

Meetings don't need to be long or formal, on occasion a quick 10 minute 'catch-up' is all you need, but it is important to set aside time, on a regular basis, to discuss your progress and your performance with your Manager. Use the 'Recording Progress / Notes from 1-2-1 Meetings' form to help you prepare for your meeting, and to keep a record of the key points from your meetings.

Making this a habit will be invaluable in the long term as you will be able to refer to these notes to help plan your work; make informed decisions about your progress; gather evidence/examples for your formal review and when applying for other roles within the Council. Managers also need to make notes and a similar form is available in the Manager toolkit for Managers to use.

Remember, conversations should include a discussion around:

- All your objectives and progress against these
- Your own assessment of your performance to date
- Your manager's assessment of your performance to date
- Any internal or external factors that may be holding you back
- Progress against personal development objectives
- A discussion about the work coming up in the next few months
- Any help and/or support needed in the achievement of your goals
- Whether objectives should be reviewed and/or changed
- Other factors that could be affecting your performance or the overall performance and outcomes of your team, for example, behaviours, attendance, time keeping, attitudes etc.

Understanding Feedback

Every Council employee will receive feedback from their Manager, about their performance, on a regular basis. The boxes below illustrate the type of feedback you may receive, whether in 1-2-1s or in your Performance Review. There are also links to how this would be reflected in the scoring against competencies.

Excellent Performance / Exceeding the Requirements of Your Role (Competency Scoring 5 or 4)

You may receive feedback describing your performance as 'excellent', or 'exceeding expectations'. This type of feedback would clearly mark you out from the majority. To obtain this type of feedback you would be considered as outstanding not only by your Manager but also by your peer group, those who may report to you, partner workers and Senior Managers. You would be an example to others, not only in what you do but also in the way you do it – recognisable as a role model.

The outstanding employee will be:

- Significantly exceeding in their performance against their objectives and/or achieving exceptionally demanding objectives
- Demonstrating the competencies required to a high level
- Developing the scope of their job by looking beyond the immediate tasks required and making a wider contribution to achieving team, Service area and Council objectives
- Delivering Service leading activities

Good Performance / Meeting the Requirements of Your Role (Competency Scoring 3)

This is the rating that will apply to the people who form the backbone of the Council, without whom we would not be able to achieve our goals.

The good employee will be:

- Fully meeting the expectations of their job
- Achieving their objectives to the standards agreed
- Demonstrating the competencies required

Under Performance / Not Meeting All the Requirements of Your Role (Competency Scoring 2 or 1)

If you are underperforming you will be made aware of this by your Line Manager so that support can be put in place to resolve the situation. Both you, and your Line Manager, are advised to carefully document all conversations about any concerns regarding under-performance, and be specific about what needs to improve. You may both need to refer to these notes later in the event of any disagreement, or you may be asked to evidence that conversations / discussions have taken place and that all parties involved are aware of the performance issues.

An under-performing employee will not be fully meeting the normal expectations of the job because:

- They have not achieved a vital objective or fallen short of the standards required by several objectives
- They have displayed significant weaknesses in demonstrating one or more of the key competencies required

It is crucial that conversations about under-performance take place, and the aim of these conversations and resulting actions is to get performance back on track and to an acceptable and sustainable level.



The Vision, Beliefs and Values of the Rhondda Cynon Taf Council

Our Shared Vision for Rhondda Cynon Taf

Rhondda Cynon Taf will be a community where everyone who lives, works in or visits the area will enjoy the benefits of a better quality of life, achieving their potential, while helping to develop and protect the area for the benefit of others.

About Us

In Rhondda Cynon Taf Council as an organisation and as individuals, we support integrity, honesty, openness, personal excellence, constructive self-criticism, continual self-improvement and mutual respect. We are committed to our service users and have a passion for improvement. We take on big challenges and pride ourselves on seeing them through. We hold ourselves accountable to our customers, stakeholders, partners and each other by honouring our commitments, delivering on results and striving for the highest quality in everything we do.

Rhondda Cynon Taf Council

What We Believe

We believe that:

- The communities we serve deserve the best possible services and the best possible people to provide their services
- That creativity and innovation are critical to our success
- That the Council should be an exciting and challenging place to work
- That diversity brings added value to the life of the Council and helps us grow, develop and provide better services
- That our people should be respected, valued and recognised for the difference that they bring to their work in the Council
- That our people have the right to work in a healthy and safe working environment, free from discrimination and victimisation and with the confidence that they and their contributions are valued
- That learning and continual development are essential and that people perform most effectively when they are supported to achieve clear, challenging and realistic targets

Rhondda Cynon Taf Council

What We Value in You

Integrity

We value people who:

- Are open and transparent in their decision making processes and the actions they take
- Always act with integrity and protect the Council's interests
- Care for the environment and the society in which they work and who consider the impact of the work they do in these areas

Openness

We value people who:

- Consult with and listen to the people of RCT and enable opportunities for public involvement in the Council's decision making processes
- Genuinely put service users at the centre by being consultative, visible and trusted
- Promote a culture of open, honest and transparent communication

Accountability

We value people who:

- Are committed and reliable and take personal accountability for all they do
- Provide excellent customer service and demonstrate professionalism at all times
- Act with fairness and consistency

Rhondda Cynon Taf Council

What We Value in You

Improvement

We value people who:

- Continually challenge themselves and the services they deliver and who continually learn and develop
- Create a culture of innovation and improvement and embrace change and achieve outstanding results
- Support others to adapt to change and take responsibility for responding to challenges creatively

Delivery

We value people who:

- Work effectively with people both inside and outside the organisation and proactively build strong relationships in order to achieve goals
- Provide services that are accessible and make a difference for citizens
- Manage resources efficiently and effectively in order to provide best possible value and service delivery
- Take pride in delivering high quality services, efficiently and cost effectively

Respect

We value people who:

- Enable fair and equal access to all Council services
- Respect, value and recognise others for the difference that they bring to their work in the Council and the Communities we serve
- Recognise that diversity brings added value to the Council and helps us grow, develop and provide better services

Templates to help you manage your performance are available separately as Word Documents: on the Council's Intranet, from your Manager or from Human Resources.

These include:

- Action Plan (including agreed objectives)
- Recording Progress / Notes from 1-2-1 Meetings
- Steps to take you through a Performance Review
- Competency Scoring Guide
- Pre-development Evaluation Form
- Post-development Evaluation Form
- Thinking about your Career Development
- Selecting Your Reviewer Forms

(Additional Forms for Managers can be found in the 'Managing People and Their Performance' toolkit)