



RHONDDA CYNON TAF COUNCIL

INDIVIDUAL PERFORMANCE REVIEWS

Managers' Guide

The Council's vision is for Rhondda Cynon Taf to be the best place in Wales to live, work and play, where people and businesses are independent, healthy, and prosperous.

The Council exists to provide strong community leadership and create the environment for people and businesses to be independent, healthy and prosperous.

Mae'r ddogfen yma ar gael yn y Gymraeg / This document is available in Welsh.





Individual Performance Reviews:

A managers' guide to the What, Why and How

The Individual Performance Review process will ensure that your employees are clear about what they are expected to deliver to meet Council priorities, what they are accountable for and what training, support and development opportunities they may need to improve further. As a manager you are required to undertake an annual Individual Performance Review with all staff and with effect from 1st April 2023 you are required to sign off the review on iTrent.

Employees have the right to have their review conducted through the medium of Welsh. Employees should let you know their language preference when arranging the review so that you can make appropriate arrangements (such as simultaneous translation) where necessary.

This quick guide will explain:

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What is an Individual Performance Review?

An Individual Performance Review is an opportunity to sit down with your employee to have an open conversation about how they have been doing in their job, the challenges and opportunities they are facing, support they may need to perform well and to identify any development needs and career aspirations to work towards. It is a chance to look ahead and set some goals/objectives.

The meeting should be a summary of your regular one to ones and performance discussions that are held throughout the year, so nothing in this meeting should come as a surprise to you or the individual.

Why are Individual Performance Reviews important?

Individual Performance Review meetings provide an opportunity to review and reflect on performance over the last 12 months but also to identify what is needed for the next 12 months. To be successful they should be used as a basis for making improvement plans and setting goals for the future.

Regular conversation and feedback encourages productivity but also enables issues to be highlighted and resolved quickly. Employees want to know how they're performing and what they can do to improve their performance. Discussing performance and providing feedback is not always easy but it is important to the continued success of your team and the individuals within it. Completing Individual Performance Reviews with your team will provide you with valuable and meaningful information. If effectively used the data you gather can assist you in many areas, including:

- Workforce Planning
- Talent Management
- Succession Planning
- Role Redesign
- Restructures
- Recruitment and Selection
- Employee Wellbeing

Individual Performance Review meetings also provide you with an opportunity to share information, encourage communication, raise issues and give praise, all through face-to-face interaction whether in person or via Teams but meetings will only be valuable if they are well planned and managed.



The benefits of well managed meetings can include:

✓ Effective two-way communication	✓ Definition of roles and responsibilities	✓ Establishes expectations
✓ Increased motivation and engagement	✓ Identification of development needs	✓ Enhanced performance
✓ New ideas and more effective ways of working	✓ Builds trust and respect	✓ Reduces conflict by raising issues as and when they arise

How to conduct an Individual Performance Review

➤ Before the meeting

Formal processes can be daunting, one of the best ways to encourage positivity is to have a conversation with your employee about the Individual Performance Review process. Involve them from the start by explaining what will be discussed in the meeting and your expectations in terms of preparation before the meeting.

Arrange a suitable time and location with your employee, giving at least 2 weeks' notice if possible. Discuss location options, some may favour a face-to-face meeting while others will be happy to meet virtually. Consider any reasonable adjustments that may be required.

Allow your employee adequate time to prepare for the review meeting - around 1-2 hours is reasonable. Direct them to the [Your Performance Review](#) area on RCT Source where they will have access to the [Individual Performance Review template](#) and an [Employee Guide to Individual Performance Reviews](#). These can also be found in the **Guidelines and Toolkits** section on the Source landing page or **Your Employment – Your Guidelines** on the homepage of the Source. *(Please note that if you have an established template that is used within your team/department you may continue to use it for the purpose of this review providing it covers performance, development and career plans)*

As with any meeting, it is important that you make time to prepare for each performance review you undertake. Take time to think about each review and gather relevant information that may be required during the meeting. Examples could include information/data relating to existing objectives that need review or details of current/pending work streams. Remember that nothing should come as a surprise to the employee during the meeting. Any specific performance issues should be raised in a timely manner as they arise and not left for the annual performance review meeting.

Reviews can take up to 2 hours, make sure you block out adequate time in your diary to avoid having to cut the meeting short if it over runs.



➤ **During the meeting**

Encourage a two-way conversation, try to ensure you're facilitating a dialogue. Actively listening to your employee will help you learn and understand, ask follow-up questions and repeat what you've heard to ensure clarity.

You may find the [Individual Performance Review template](#) useful to guide you through your discussion. The template gives you space to note key points during your discussion. You may also use the template prior to the meeting to note any points for discussion relating to this specific employee to ensure a thorough review.

Your discussion should cover performance, development and career plans.

All performance review meetings should be objective.

Ensure your comments are well founded, constructive and based on evidence. The aim of feedback should be to promote the understanding of the employee so that they are aware of the impact of their actions and behaviour. Corrective action may be required, where the feedback indicates that something has gone wrong, however, wherever possible feedback should be used positively to reinforce the good and identify opportunities for further positive action.

There should be an open exchange of views about how the previous 12 months have gone, how the employee can improve their performance, the support they need from you as their manager to achieve this and their aspirations for their future career.

The more you put into the process, the more you, your staff, and your service will get out of it.

Good listeners...

- concentrate on the speakers and are aware of their behaviour and body language
- respond quickly, when necessary, but don't interrupt
- ask relevant questions to clarify meaning
- comment on points to demonstrate understanding but keep them short and do not inhibit the flow of the speaker



➤ Training and Development

Establish whether additional training is needed and identify what that training will look like. Remember, training and development doesn't always have to have cost implications. Below you will find some examples of different types of training and development that may be available within your team, department or internally within the Council:

Learning through doing <ul style="list-style-type: none">• Challenging on the job assignments• Job rotation• Mentoring• Project teams• Working groups• Conducting research• Report writing• Collecting and analysing data	Learning through others <ul style="list-style-type: none">• Coaching and mentoring• Visibility through project teams and working groups• Networking• Support learning to be put into practice in the workplace• Look for opportunities
Learning through resources <ul style="list-style-type: none">• Training and development courses• e-Learning• Formal qualifications• Professional qualifications and certificates	

Points to remember:

- The whole 12-month period is reviewed and not just recent or isolated events
- Performance is analysed not personality
- Manager listens actively to what is said
- There is scope for reflection and analysis
- End positively with agreed action plans for the future

➤ Setting goals/objectives

You should discuss setting goals/objectives relevant to the job role. It is important not to just focus on quantifiable measures. These may be related to performance, development or training and should be S.M.A.R.T:

Specific – what do you want to achieve?

Example: Your goal could be to “To improve prioritisation skills” but a more specific goal could be “To complete the e-Learning module to improve prioritisation skills”.

Measurable – how will you measure/track progress?

Example: “To increase the number of customer calls made to 10 a day” is more measurable than “To increase the number of customer calls made”.



Achievable – is it realistic within the scope of your role?

Example: “To aim to be punctual for work and to ring ahead if there are delays beyond your control” rather than “To never be late for work again” which would be unachievable.

Relevant - does it fit within your role?

Example: “To complete a swimming qualification” is not a relevant goal if your role sits in the engineering department.

Time-bound – when do you aim to complete each stage?

Example: “To complete a mentoring programme between June and November” gives the employee a more realistic timeframe than simply “To complete a mentoring programme”.

To ensure you set SMART objectives:

Write down the goals/objectives for the year and test them against the SMART guidelines above. If necessary, edit the goals/objectives.

During your discussions you should reach agreement about what the expected outcome is and how that will be measured. Make provision for goals/objectives to be reviewed regularly, for example these can be reviewed and monitored in one-to-ones or specific follow up meetings. Agreed goals/objectives can be recorded on the Individual Performance Review template.

➤ **After the meeting**

Following the review, the manager and employee are responsible for monitoring and reviewing progress of the agreed objectives/goals throughout the year.

We do not require a copy of your review; this should be kept by you and your employee for monitoring purposes.

Once the review is complete and the content of the notes have been agreed with the employee, the final stage of the process is to sign off on the iTrent system.

A step-by-step guide to signing off the review can be found in the [Performance Review Guides](#) in the **Your Performance** section of the Source or alternatively in **Your Employment – Your Guidelines**



Record keeping

Be mindful to only make factual notes, content should be agreed by both parties at the end of the meeting. Treat any disclosure sensitively and if necessary, refer on to the relevant department for further support:

- **Safeguarding:** Contact the Multi Agency Safeguarding Hub - 01443 743730
- **Medical:** Contact the Occupational Health & Wellbeing Unit – 01443 424100
- **General work-related issue:** Contact your Employee Relations representative

Retention

When the individual performance review is completed, please ensure that the member of staff and manager retain a copy and store it as confidential for 2 years following date of review completion. You should discuss progress towards achieving goals on a regular basis, for example in 1:2:1s or specific performance review update meetings. If a member of staff has a new manager or moves to a new team or department, the member of staff can share a copy of their review with their new manager to ensure that set goals are still relevant and to agree new goals if appropriate. Please note that some sectors will have their own arrangements for storing and retaining individual performance reviews and may need to keep reviews for longer to comply with statutory requirements. Where this applies, please ensure that you comply with department guidance. Relevant areas where this applies includes social work and social care.

Contact Details

If you have any queries, please do not hesitate to contact:
HRPerformanceReview@rctcbc.gov.uk.