Section 10:
Managing People & Their Performance – Tools & Templates
This section contains a range of tools & general information to assist with managing your people and their performance. Please refer to the toolkit to understand how and when to use the tools and templates – references can be found in right hand column.

All the templates can be found separately as Word Documents to use at your discretion and adapt to suit your needs.
A List of Tools, Templates & Information

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The Council’s Vision, Purpose and Priorities

The Council’s vision is:
“For a County Borough that has high aspirations, is confident and promotes opportunity for all”.

The Council’s Purpose and Priorities
The Council’s purpose and the reason why it exists is: “to provide strong community leadership and effective services for the people of Rhondda Cynon Taf to enable them to fulfil their potential and prosper”.

The Council is focused on the following three priorities:
1. Economy - Building a strong economy;
2. People - Promoting independence and positive lives for everyone;
3. Place - Creating neighbourhoods where people are proud to live and work.

In order to meet our purpose, to make progress in delivering these priorities and respond to the significant financial challenges we face the Council has to operate in a different way. It has set itself the following four principles which apply to all three priorities and everything we do. The Council will:

• Provide essential services well
   In the coming years there will be less money available and we will have to make sure we spend it where the need is greatest. Our role is to make sure local people get good outcomes from their services. We understand that it is the quality of the service that matters to local people, not who provides it.

• Help people and communities help themselves
   The Council is at its most effective when it is helping people to live successful lives as independently as possible and when it is helping communities to help themselves. We believe that if you give power to local people you get better results and achieve better value. We want to help communities to do more themselves and give them more control over local services such as schools, libraries and other cultural and community facilities. We know that RCT’s army of volunteers already make a huge difference to thousands of people’s everyday lives in their neighbourhoods, towns and villages. We want to work more closely with RCT’s voluntary and community sector to stimulate innovation and encourage communities to step forward and take on new roles in providing local services and solutions. In doing so we recognise that some of our most deprived communities will need additional capacity, and we will work with Welsh Government to ensure the various poverty programmes are refocused to maximise their impact for those families and individuals that require the greatest support.

• Build a Sustainable County Borough
   The Council is responsible for planning and providing much of the infrastructure that keeps the County Borough working and moving. The financial climate, and the challenges it presents, mean that we need to find significant savings. We are committed to doing this in a way that avoids creating problems for future generations. We will have a particular focus on supporting initiatives that stimulate economic growth and create jobs in RCT.

• Live within our means
   We believe that it is wrong to spend more than we can afford, or to pass on financial problems to the next generation. This means we have to make difficult decisions now and focus on our priorities and manage our budgets. Every pound spent on running the Council is a pound that is not spent on front-line services. There is a cost associated with running any organisation, but we will continue to minimise that cost. We will do everything we can to be as efficient as possible, reduce the Council’s running costs and get the best value from our assets.
Over the next four years the Council will respond to challenges and opportunities it faces:

1. By redesigning local services, making them integrated and efficient by joining with other public sector organisations where we can i.e. WG, Health, Police and Third sector and target the areas of greatest need;

2. Through more involved and resilient communities – greater community participation, engagement and involvement through the RCT Together Community Participation Programme and more community involvement;

3. Putting in place Health and Social Care services that are personalised and integrated, with more people supported to live longer in their own homes – working with health, housing and other partners to improve the experience of those using health and social care services, and helping to keep our residents healthy and active;

4. With Rhondda Cynon Taf’s schools amongst the best in the country, with all children achieving the best they can;

5. Making sure that children and young people get a great start in life by helping families and keeping children and young people safe;

6. Making sure there is a broad offer of skills and employment programmes in place for all ages;

7. Making Rhondda Cynon Taf’s local environment clean and attractive, with well-maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill – with further investment in highways and pavements;

8. With Rhondda Cynon Taf’s parks and green spaces continuing to be valued by residents – by ensuring they are well maintained and looked after;

9. With Rhondda Cynon Taf being amongst the safest places in Wales, with high levels of community cohesion, and residents feeling safe – with effective working between the Council and the Police further reducing crime rates;

10. By residents seeing a responsible approach to regeneration, with new homes being built and job opportunities created – this approach will include investments in town centres and the commercial infrastructure such as Treforest Industrial Estate;

11. By making it easier and quicker for residents to contact and do business, with the majority of Council services, with increased user satisfaction.

12. By providing the residents of Rhondda Cynon Taf with the assurance that the Council is doing everything it can to keep Council Tax increases among the lowest in Wales, e.g. reducing our office accommodation, investing in IT so staff are able to work more effectively, increasing energy efficiency and becoming a more efficient Council.

Further information can be found in the Council’s Corporate Plan available on INFORM.
The Annual Formal Review –
Scoring Against Competency Statements

When reviewing the competency statements you will choose from the following scoring system: (Please see the Workforce Planning Toolkit, Stage 4, for information on Talent Management.)

5 Clear strength – constantly exceeds role requirement in this area
(Link to Talent Matrix box:9,6,3)
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 requirement in this area
(Link to Talent Matrix box:8)
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
(Link to Talent Matrix box:5,2)
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
(Link to Talent Matrix box:2)
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 requirements of role in this area
(Link to Talent Matrix box:7,4,1)
The individual has not been seen to demonstrate this when carrying out their role and needs clear development in this area.

It is good practice to ensure that you do not focus on scoring alone when it comes to the competency statements and each area should be reinforced with your comments – providing justification and evidence to back up your score.

Remember that what you put in to the review will form the basis for the feedback meeting with the individual, so you should be prepared for the conversations that will follow.

As well as your role in the review, the individual will also be completing their self-review which will form a significant part of the feedback meeting.

This information could be gathered as simply as producing a word document version of the review which lists the competency areas and a scoring guide or, if technology allows, could be sent via email.
Managing People and Their Performance - Flowchart

Effective 1-2-1s could include:
- Manager led expectation setting (what is expected from the role / individual)
- Establishment of role parameters / standards
- Sharing of Team and Council priorities and linkages to individual’s role
- Setting SMART objectives
- Development of action plans
- Discussion of progress of individual against objectives
- Work-life balance
- Learning and development requirements
- Management/organisational support required
- Highlighting areas for concern / praise / recognition.

Best practice suggests that meetings to discuss performance should be held every 2 weeks. This actively encourages a performance orientated culture and can result in increased levels of productivity.

Managers are encouraged to put the onus on the individual to arrange these regular meetings.

Team meetings should be held on a monthly basis and will result in:
- Increased commitment / engagement
- Prevention of misunderstandings
- Assisting the communication, implementation and acceptance of change
- Improved upward communication
- Reinforcement of the role of the manager
- Increased awareness of employees, and managers, about performance, results, progress, policy, procedures, legislation, wellbeing, health and safety etc
- A decrease in rumours
- A consultative environment.

The Manager uses the briefing to communicate Council and team targets and priorities that will assist the Manager and individual in setting and agreeing individual performance objectives. It is imperative that the Manager communicates the importance of effective and efficient performance and the employee’s role in the team and Council as a whole.

Manager Detail

Process

Tips

Council’s long term vision and plans for the County Borough

Ongoing Management Practice within RCT Council

The Manager holds regular 1-2-1 meetings / supervisory sessions with all individuals within their team to discuss performance, set objectives, share team and Council priorities, establish expectations and explore career development etc.

The Manager holds regular team meetings with their team to discuss team performance, set objectives, communicate team/Council priorities, policy / procedural updates, relevant changes to legislation, Council initiatives, achievements, news etc.

If not currently part of management practice these practices should be adopted as best practice everyday management behaviour.

Preparation for Formal Performance Review as part of On-going Management Practice

Manager arranges a team briefing to discuss the Annual Formal Performance Review - it’s aims, objectives, the role of the individual, the manager role etc (establish process & manage expectations). Competency families, behavioural statements, reviewers, priorities etc to be explained at the briefing.

Manager utilises regular 1-2-1 to discuss the Annual Formal Performance Review. Manager prepares information for meeting and establishes relevance and appropriateness of individual’s objectives and choice of reviewer (if applicable/required).

Manager to focus upon:
- Council objectives
- Team business objectives (to illustrate linkages to individual performance objectives)
- Setting individual targets/priorities/objectives
- Competencies (critical)
- Peer review information.

Agenda and minutes required.

Effective Team Meetings

All team meetings should have an agenda and should be minuted for reference purposes. The aim of the team meetings are to:
- Improve Council communication through the provision of relevant, timely and consistent information about the work of the wider Council, the Service area and own work area
- Reinforce the links between team objectives and wider Council priorities
- Strengthen and clarify the role of the line manager as key communicator to all employees
- Continue to build a culture of open and honest communication
- Encourage feedback
- Continue to build a culture of transparency, trust and respect.

The communication of Council and Team targets and priorities will assist the Manager and individual in setting and agreeing individual performance objectives. It is imperative that the Manager communicates the importance of effective and efficient performance and the employee’s role in the team and Council as a whole.

MANAGING PEOPLE & THEIR PERFORMANCE
A Good Practice Guide & Toolkit
### Manager & Individual Agreement

Manager and individual agree existing objectives for review (Min 2, Max 6).

### Process

**Annual Formal Performance Review:**

- Agreed individual objectives and appropriate selection of competencies
  
  Feedback Meeting takes place, review whether continue with existing objectives, set new ones (ongoing process). Discuss review of competencies, reasons behind scoring etc.

  - Line Manager reviews and sets SMART objectives to stretch individual/team in agreement with the individual.

  - Individual updates Action Plan in agreement with Line Manager.

  - Manager arranges a team briefing to discuss the results and outcomes of the Annual Performance Review – areas of high competence, areas for development etc and to communicate and reinforce team priorities/targets and linkages to over-arching Council plans.

**Ongoing Management Practice within RCT Council**

- The Manager holds regular 1-2-1 meetings/ supervisory sessions with all individuals within their team to discuss team performance, set objectives, share team/Council priorities, establish expectations and explore career development and update action plans.

**12 Months Later Preparation for Annual Formal Performance Review**

### Tips

- These will be existing objectives the individual has been working on and they will be reviewed against these.

- Individual afforded opportunity to challenge scoring, explain self review, discuss performance, career development etc.

- Team briefing to communicate the value of managing performance and the impact this has on the team. Will encourage continuous evolving action plans, and will help managing performance and reviews be seen as part of everyday working life, not a stand alone event.

- Action plans to be discussed, updated and amended as and when necessary.

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**Manager Detail**

Manager & individual agree existing objectives for review (Min 2, Max 6)

- Firstly look at the role and identify the job family
- Look at the categories (competency areas) within the job family and identify which are key to the individual successfully undertaking their role and achieving their objectives
- Look at the statements beneath the headings and identify those that the individual needs to demonstrate and/or develop in, to deliver their objectives and achieve the requirements of their role
- Discuss the chosen statements around behaviours, skills and aptitudes with the individual and the reasoning behind their choice
- Review the individual against the identified areas
- Address performance with reference to the identified areas during regular performance management review meetings

Review to be completed by Line Manager and Individual at the very minimum, it is the decision of individual whether other reviewers are selected (up to full 360). Reviewers must be given option of whether to complete the review and choice of reviewer can be challenged by the Line Manager.

Nothing in the feedback meeting should come as a surprise to the individual due to ongoing discussions in the regular 1-2-1s. The aim of the feedback meeting is to focus more closely on certain aspects of the individuals behaviours, skills and performance against targets.

Managers are encouraged to adapt the Action Plan to fit in with existing practice and utilise this as a live document during regular 1-2-1s.

Agenda and minutes required.
The Council’s Competency Framework

The outer 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.

Work Effectively with Others
(including working with a team / working with partners / Working as a team member)

Communicating Effectively

Focusing on Service Users
(including earning Service Users’ Trust / Looking after Service Users’ Best Interests / Meeting Customer Needs / Working with Service Users)
Role Specific Competency Areas

- **Personal Effectiveness**
  - (including being committed & reliable / demonstrating professionalism / managing time / being accountable)

- **Demonstrating Technical Ability**
  - (including encouraging professional development / professional expertise & development)

- **Complying with Health & Safety**
  - (including working safely / maintaining safety & wellbeing)

- **Implementing Strategy**
  - (including working strategically)

- **Working with Change**
  - (including managing change / leading change / incorporating change / creating and responding to change)

- **Managing Resources**

- **Developing & Motivating People**
  - (including leading & motivating)

- **Achieving Results**

- **Political Knowledge & Awareness**

The circles show the remaining competency areas that have been identified as being relevant depending upon your role and job family in the Council.
### 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
Managing People & Their Performance

Section 06

Do you manage people who manage other people?

Supervisor
- e.g. Teams Leaders, Seniors, Supervisors, 'in-charges', Deputy Manager

Strategic Manager
- e.g. Director, Chief Executive, Head of Services

Middle Manager
- e.g. General Manager, Area Manager

Ancillary
- e.g. Kitchen Assistant, Cleaner, Stores Assistant, Driver, Domestic Assistant, Cemetery Operative, Streetcare operative

Administrative/Clerical
- e.g. Secretary, Administrator, Clerical Worker, Clerk, Personal Assistant

Community & Social Care
- e.g. Family Aide, Care Worker, Social Worker, School Nurse, Support Worker, Youth Worker, Teaching Assistant

Frontline & Customer Care
- e.g. Frontline staff, Library Assistants, Leisure Centre Attendant, Customer Service Representative, Tour Guide, Host, Switchboard Operator, Waitress, Bar staff

Skilled Manual Worker
- e.g. Electrician, Welder, Mechanic, Carpenter, Fitter, Plumber, Mechanic, Beautician

Technical, Specialist/Professional
- e.g. Solicitor, Engineer, IT specialist, Planner, Environmental Health Officer, Trading Standards Officer, Tutor, Psychologist, Lab Technician

Are you Head of Service or above?

START HERE

Do you have line management responsibility for staff?

Is your job Ancillary, 1st tier/Entry Level/Assistant grade?

Is your job primarily administrative?

Is your job primarily focused on the Community and Social Care?

Are you a skilled manual worker?

The Decision Tree
This decision tree has been designed to help you to identify which of the competency frameworks will be most relevant for you in your current role. You may also use it to identify the appropriate framework linked to other jobs you may consider applying for in the future.
### Manager Checklist

#### Must Do’s

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<tr>
<td>Use and promote the use of Action Plans as a means of continuously managing performance / assessing, monitoring and recording progress against targets</td>
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<tr>
<td>Monitor your team to ensure that individuals are using Action Plans as a live document and complementing this with the Notes of 1-2-1 Meetings Form, for example, following 1-2-1s / formal reviews / completion of development etc</td>
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<tr>
<td>Pass the ownership of updating Action Plans to the individual but monitor to ensure this is being carried out</td>
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<tr>
<td>Set individuals and teams targets and objectives that are SMART</td>
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<tr>
<td>Regularly review and update the objectives of those you manage through regular 1-2-1s</td>
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<tr>
<td>Ensure Action Plans are agreed by you as Manager and the individual employee</td>
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<tr>
<td>Discuss and identify the development needs of those you manage and set up development plans that address the development needs that impact upon the delivery of objectives</td>
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<tr>
<td>Action Plans (past and present) to be made available as evidence that regular reviews and 1-2-1s are being held (as and when required for internal audit purposes)</td>
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#### Recommended

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<tr>
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<tr>
<td>Use different types of learning to address relevant development needs (for advice and guidance speak to Human Resources)</td>
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