



workwell

human resources

Rhondda Cynon Taf Council, working with you, working together

Section 10:

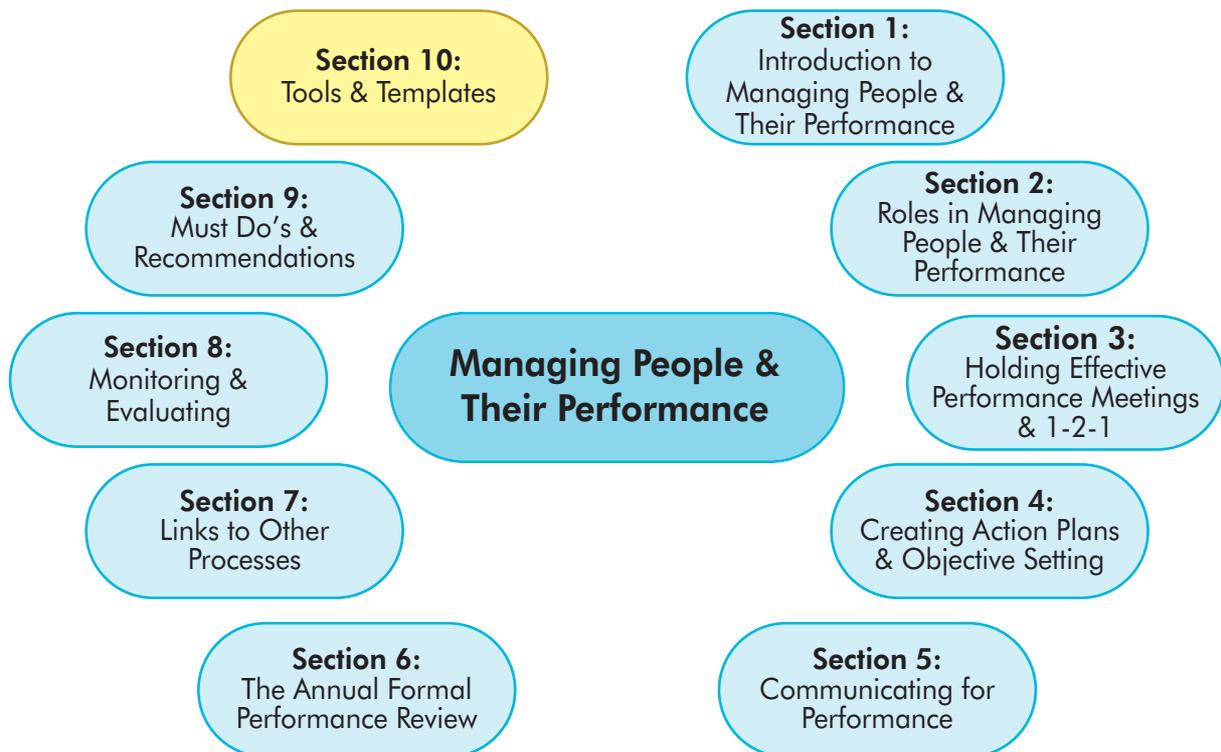
Managing People & Their Performance – Tools & Templates



STRONG HERITAGE | STRONG FUTURE
RHONDDA CYNON TAF
TREFTAETH GADARN | DYFODOL SICR

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

	Information / Template	See Toolkit Section
Council Vision, Values & Beliefs	Information	1
Scoring System for Competencies	Information	6
Managing People & Their Performance – Flowchart	Information	1
Competency Framework – Overview	Information	1,2,3,4,5,6,7,8
Competency Framework – Decision Tree	Information	1,2,3,4,5,6,7,8

Word Documents (available separately)

	Information / Template	See Toolkit Section
An Action Plan	Template	2,4,6
Notes from 1-2-1s (Individual)	Template	2,3,4,5,6
Notes from 1-2-1s (Line Manager)	Template	2,3,4,5,6
Career Development Conversations	Template	2,3,4,5,6
Steps to prepare for a formal review	Template	6
Team Meeting Agenda Template	Template	3,5
Team Minutes Template	Template	3,5
Selecting Your Reviewer Forms	Template	6
Example of Paper-Based Formal Review Questionnaire (Basic)	Template	6
Example of a Paper-Based Formal Review Questionnaire (Detailed)	Template	6
Pre-Development Evaluation Form	Template	3,4,5,6
Post-Development Evaluation Form (workplace)	Template	3,4,5,6

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.

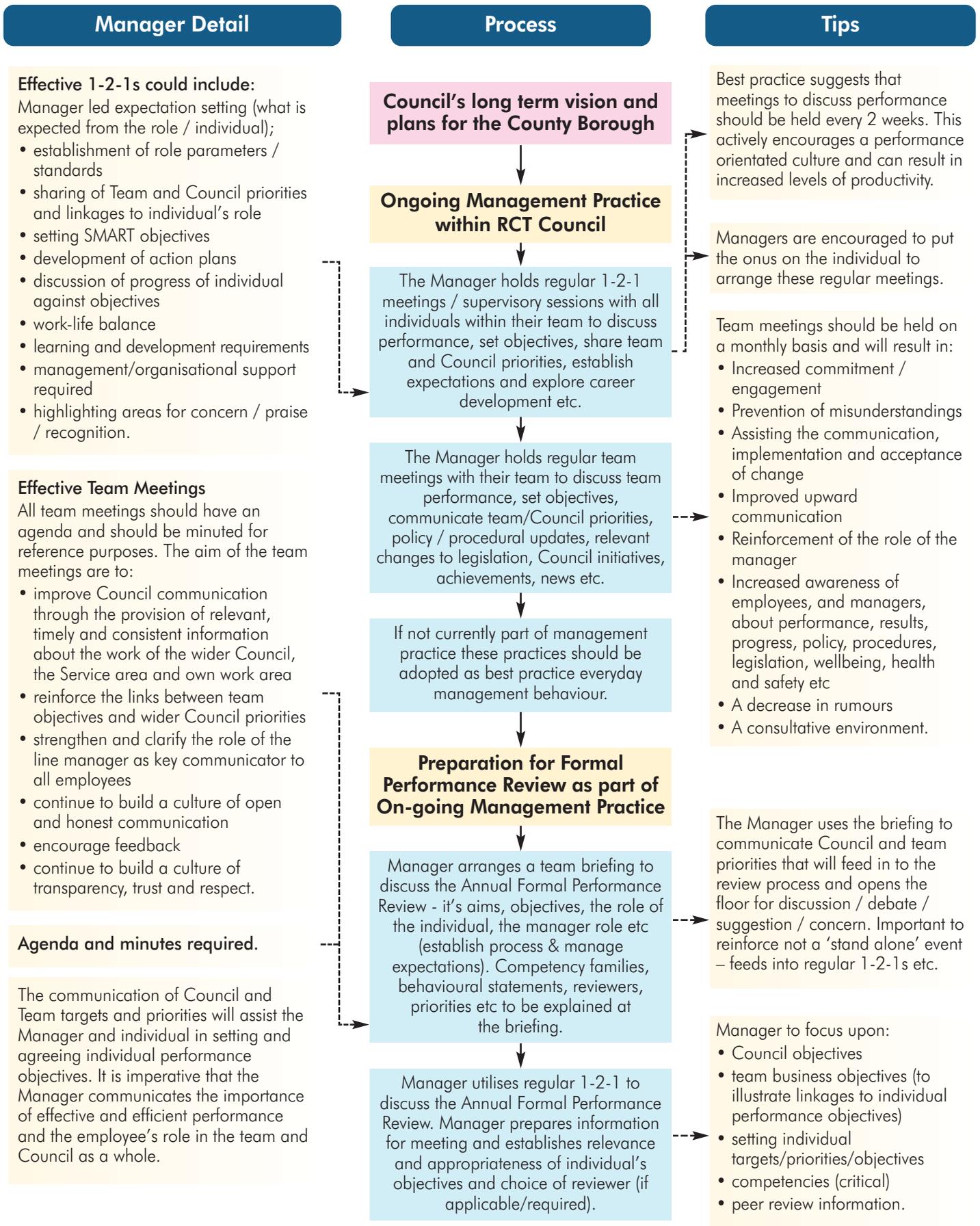
It is good practice to ensure that you do not focus on scoring alone when it comes to the competency statements and each area should be reinforced with your comments – providing justification and evidence to back up your score.

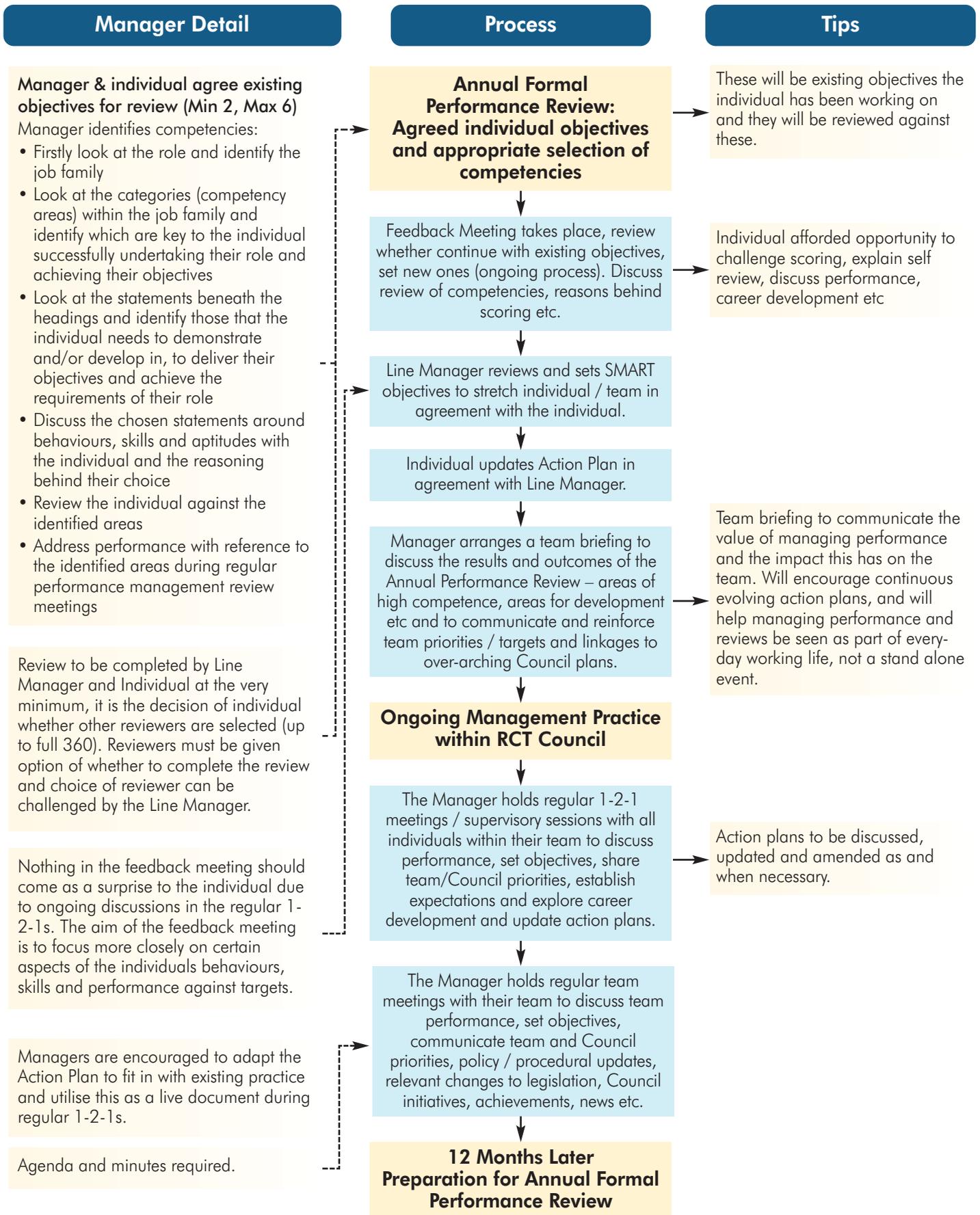
Remember that what you put in to the review will form the basis for the feedback meeting with the individual, so you should be prepared for the conversations that will follow.

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.

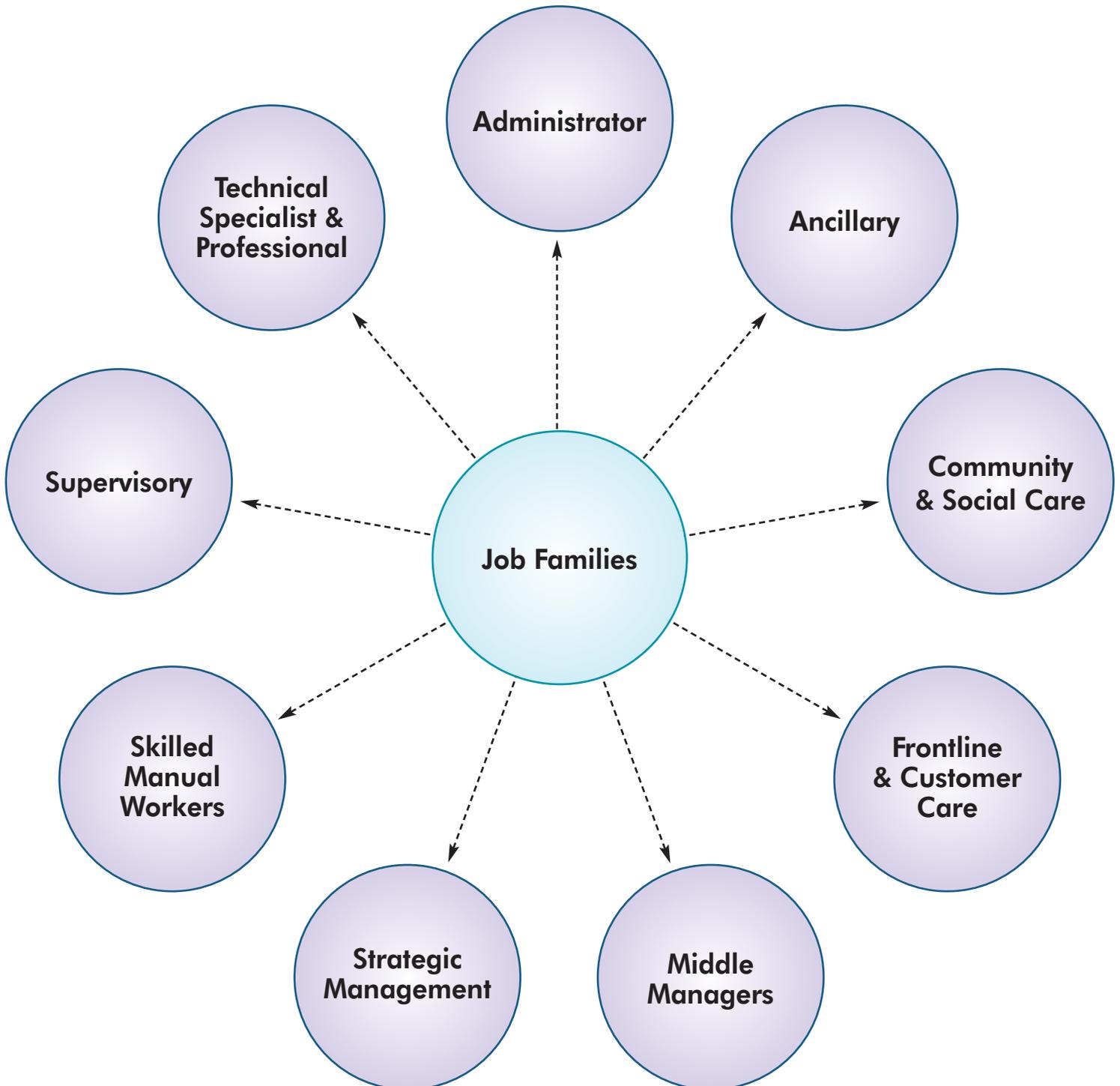
Managing People and Their Performance - Flowchart





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.



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

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

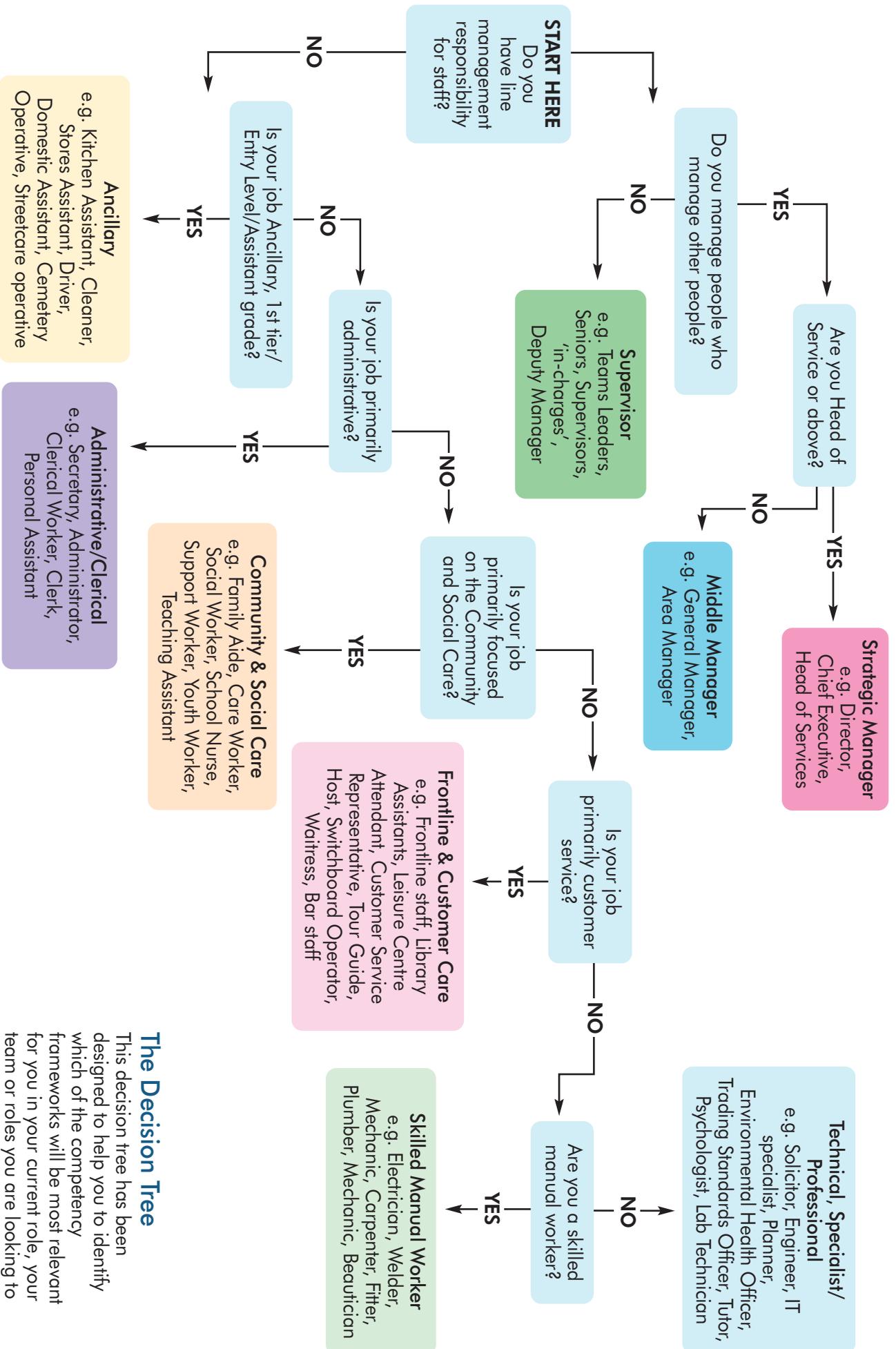
- Working with Others
- Communicating Effectively
- Being Committed & Reliable
- Working with Service Users
- Working Safely
- Demonstrating Technical Ability

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



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, your team or roles you are looking to recruit to. 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

Action	Completed
Use and promote the use of Action Plans as a means of continuously managing performance / assessing, monitoring and recording progress against targets	
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	
Pass the ownership of updating Action Plans to the individual but monitor to ensure this is being carried out	
Set individuals and teams targets and objectives that are SMART	
Regularly review and update the objectives of those you manage through regular 1-2-1s	
Ensure Action Plans are agreed by you as Manager and the individual employee	
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	
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)	

Recommended

Action	Completed
Use different types of learning to address relevant development needs (for advice and guidance speak to Human Resources)	