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Section 02:

The Role of People in Managing People & Their Performance

STRONG HERITAGE | STRONG FUTURE
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TREFTADAETH GADARN | DYFODOL SICR

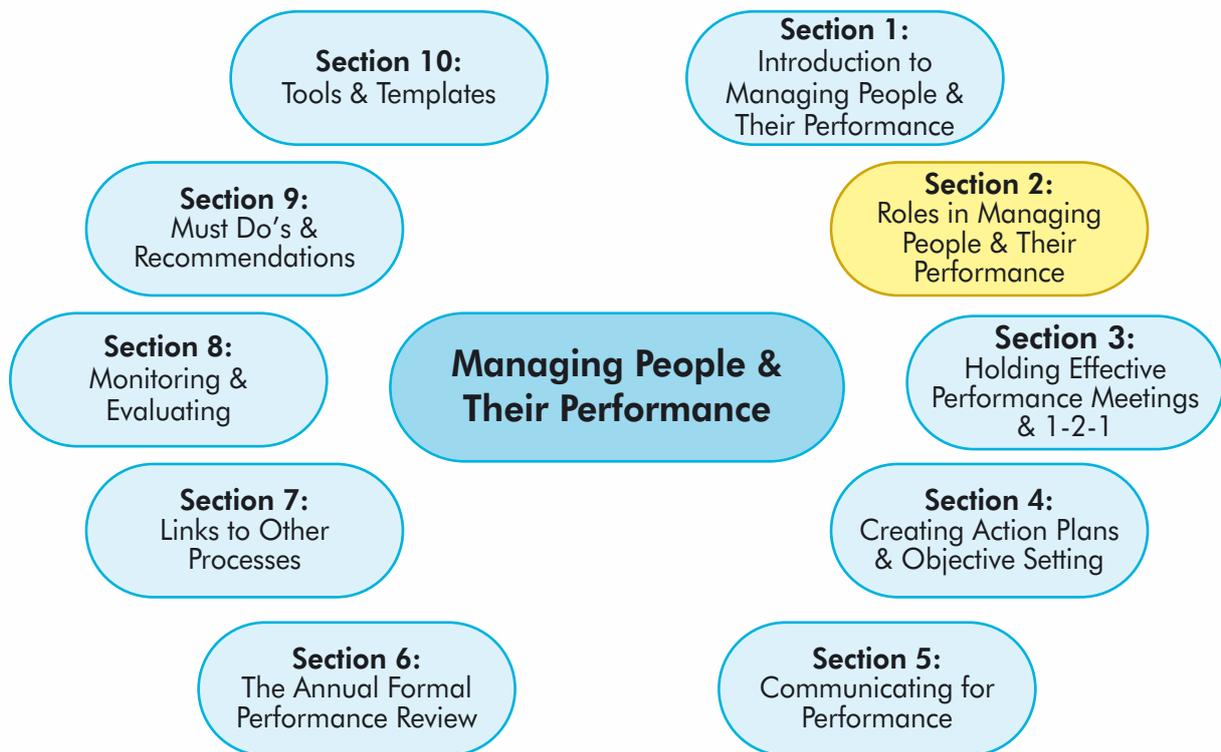# Roles in Managing People & Their Performance

The Council has expectations of its employees, and in turn everyone employed by the Council, in whatever capacity, has rights. This section will provide you, as the Line Manager, with guidelines as to the rights and responsibilities of those involved in Managing People and Their Performance to help support consistent approaches to future planning and performance.

This document sets the rights and responsibilities for:

- Individual employees (employed by the Council)
- You (in your role as Line Manager)
- Senior Managers (those who manage the Line Manager)

TIP...

In your Line Manager role there will be certain functions that are mandatory and other functions that, although not mandatory, are considered good practice. Each section of the toolkit will summarise these areas on the final page. Please note – the must do's at the end of this section are those from section 2 only. A summary of all 'Must Do's' and 'Recommendations' from all Sections can be found in Section 9.

Section 10:
Tools & Templates

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Introduction to Managing People & Their Performance

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Section 5:
Communicating for Performance

What is effective dialogue?

Managing People and Their Performance is not about a process, it is not about a computer system, it may well be electronic in some instances, it may involve some steps and links to process but ultimately, what Managing People and Their Performance is all about is human interaction – effective dialogue.

The colloquial meaning for 'dialogue' is two people having a chat. However, there is also a much more specific definition. It is this second definition that brings a power and insight to performance conversations. Dialogue can be defined as a specific kind of conversation that allows both parties to explore and unearth issues. It involves reciprocal listening and speaking with the explicit intent to build a set of ideas together. Two people who are 'in dialogue' resist the temptation to attack, compete, or retreat when a new idea is introduced by the other person. They do this by learning a series of skills that promote openness and collaboration.

> **TIP....**
> From a productivity perspective, effective dialogue is a powerful tool and will improve almost any performance conversation.

However, dialogue is easy to do badly. The trick to doing it well lies in learning the skills, applying the techniques and practising a lot. There's plenty to master – more than can possibly be included here – but these tips will help steer you in the right direction:

- Adopt the right mindset. You're aiming for empathy, openness, honesty, encouragement, motivation and praise (dependent on the situation). But, most importantly, you must really want to achieve a productive outcome for both you and the other person.
- Share the facts as you see them and explain how the situation makes you feel – frustrated / proud / concerned etc. Be ready to debate the facts – you may have them wrong – but don't let the other person disregard or challenge your feelings. If they do, let them know that you won't accept it but avoid direct criticism. Try: 'I don't feel heard' rather than 'you don't listen'.

- In turn, and applying the same principles, let the other person share the facts as they see them and how they're feeling. If they make a provocative comment about you, let it pass. They may also be able to inform you of things you are not aware of, different versions of events, outcomes you are not aware of.
- Within the conversation that follows, resist the temptation to attack or retreat – doing either could end the dialogue. If you feel yourself attacking, stop, take a breath and return to the facts or your own feelings. If you're starting to retreat, ask for space to share your views. Remember, if you opt out of the dialogue it will end without a productive outcome.
- If the other person retreats help coax them back by asking questions and listening attentively. Quell attacks by acknowledging their concerns and reconfirming the positive outcome that you want to achieve.
- If the individual is performing well and you would like to maintain and develop that performance find out what the individual enjoys about their role, what projects they would be interested in getting involved in, identify what their individual talents are as ways to stretch them.
- Allow opportunities for individuals to suggest how they can improve their performance, what they see as standing in their way, how they would like to progress and what opportunities they see for themselves, their team and the Council as a whole.

Dialogue is critical for performance conversations because it shows that the manager is open to listening and to working together. Almost immediately, dialogue brings down people's defences. In the longer-term it also builds trust and will help you, and those whom you manage, develop solutions together that can transform performance. For more help and guidance on dialogue, and having difficult conversations please see Section 5 of the toolkit, 'Communicating for Performance'.

Rights and Responsibilities - Employees

All Employees have the right to:

- Regular meetings with their Line Manager, whether on a team or individual basis, to:
    - discuss performance and behaviours
    - establish job role, expectations and requirements
    - obtain feedback on progress against priorities and targets
    - set and revise priorities and targets
    - agree levels of support in delivering priorities and targets
    - be informed of any changes that will effect delivery of targets / objectives
- Regular minuted meetings, at both team and individual level
- An annual formal review of performance, whether at a team or individual level, that fits in to the regular cycle of meetings
- Some kind of live and evolving Action Plan detailing clear and SMART objectives and priorities set in agreement with their Line Manager, progress against those targets, along with agreed development and management support required
- A Line Manager who takes an interest in their performance and is willing and able to discuss performance and behaviours
- Feedback that is constructive and objective and not subjective and destructive.

Delivered within an environment that ensures:
- Issues are discussed in an open and honest way
- Decisions are made
- There is mutual ownership of decisions made
- Support is provided
- Flexibility
- Trust
- Respect of any differences
- Praise where it is due
- Guidance where it is needed
- Commitment to helping solve problems where these occur
- Lack of progress is addressed
- Constructive approaches to conflict resolution.

All Employees have responsibilities to:

- Actively engage in open and honest discussions with their Line Manager about their performance, behaviour and any other things that impact upon their delivery within their role
- Take an active role in setting their objectives and targets and taking ownership of these once set
- Accept constructive feedback on performance from their Line Manager, including praise and recognition of jobs well done, areas for improvement, and development opportunities
- Agree actions and steps to improve performance, identifying areas for development if appropriate
- Arrange meetings with their Line Manager to discuss progress against priorities, concerns, action plans etc
- Be open and honest about their own weaknesses and identify solutions to address them
- Actively engage in the formal performance review
- Take ownership of gathering evidence of progress against objectives
- Maintain and update Action Plans and Notes from 1-2-1s (see templates in Section 10) following 1-2-1s, completion of any development, achievement of objectives and formal reviews etc and make available for discussion with their manager
- Prepare for meetings with their Line Manager and keep their own record of the meetings
- Attend scheduled meetings unless circumstances are beyond their control
- Share strengths and skills that could benefit the team and Council as a whole
- Put forward recommendations that could positively impact upon the delivery of the service.

Rights and Responsibilities – Line Managers

All Line Managers have the right to:

- Support in the application of the various elements of Managing People and Their Performance
- Some degree of discretion in the application of Managing People and Their Performance locally
- Time to undertake Managing People and Their Performance during the course of their working day
- Support from Senior Managers and Human Resources where appropriate
- Training and development in the application of Managing People and Their Performance where identified as a significant need
- All the rights of the employees from their Line Manager.

All Line Managers have responsibilities to:

- Hold regular meetings with individuals/teams to
  - discuss performance, behaviours and anything else that is impacting upon the person undertaking their role – e.g. absence, attitude etc
  - establish job role, expectations and requirements
  - communicate clearly what they expect individuals/teams to achieve and the standards that are required
  - feedback on progress against priorities and targets
  - set and revise priorities and targets in agreement with the individual/team
  - agree levels of support in delivering priorities and targets
  - inform and be informed of any changes that will effect delivery of targets / objectives
- Keep updated notes from regular 1-2-1s (see template in Section 10)
- Ensure there is a clear understanding within their team about Council, Departmental and Team priorities that could impact upon their role
- Ensure there is a clear understanding within their team about specific targets and the impact of not achieving them
- Develop action plans with individuals/teams and monitor and evaluate progress against these on a regular basis

- Ensure there is an annual formal review on performance, whether at a team or individual level, that fits in to the regular cycle of meetings
- Hold regular 'team briefings' – to include agendas and minutes
- Provide regular and timely feedback, making Managing People and Their Performance an ongoing process and addressing issues as they arise
- Prepare for performance meetings
- Create a climate of trust to enable individuals/teams to be open and honest about their performance
- Provide honest, objective and constructive feedback to individuals and teams about their performance and behaviours
- Be willing to negotiate with individuals, where reasonable, regarding priorities, objectives and action plans
- To approach Senior Management and Human Resources for support when faced with difficult decisions or situations
- Support individuals in the achievement of their identified learning and development goals (where these will have a positive impact on the individual's ability to perform within their role, or impact positively upon the long term vision/plans of the Council for the Community), including the provision of coaching and mentoring where appropriate
- Support individuals in the achievement of their objectives
- Continuously monitor, review and evaluate own management style and identify areas for development as appropriate
- Provide management information regarding progress on priorities, areas of strength, skills gaps etc as and when necessary based on the results of the regular meetings
- Make Action Plans and other evidence around Managing People and their Performance available for internal audit purposes
- Efficient management of learning and development resources.

Rights and Responsibilities – Senior Managers

All Senior Managers (the Line Manager's Manager and above) have the right to:

- Active participation and undertaking of Managing People and Their Performance by all individuals within their Service area by all employees
- Honest and objective feedback from the line manager who is Managing People and Their Performance
- Timely information regarding outcomes from Managing People and Their Performance
- Regular updates from Managers regarding progress against Managing People and Their Performance targets and priorities
- Support in the application of the various elements of Managing People and Their Performance
- Some degree of discretion in the application of Managing People and Their Performance locally
- All the rights of the employees from their own Line Manager.

All Senior Managers have responsibilities to:

- Be seen to actively engage in the implementation of Managing People and Their Performance, thereby increasing the potential for success and ensuring that it is seen as a valuable and valued tool
- Use every opportunity to promote the importance of Managing People and Their Performance, leading by example in the effective performance management of their teams
- Challenge inaccurate perceptions and beliefs held by others about managing performance
- Set the expectations on their teams, making Managing People and Their Performance a requirement that will be monitored
- Seek to develop a culture of regular discussions about performance by holding regular meetings with the individuals within their teams
- Develop a culture of effective communication by cascading objectives, targets and priorities to their teams
- Provide support to Line Managers
- Monitor, review and evaluate the effectiveness of Managing People and Their Performance and participation rates in their area
- Provide CMT with feedback regarding the success or otherwise of Managing People and Their Performance – including evidence of live Action Plans, number of formal reviews being undertaken, evidence of regular 1-2-1s, team meetings etc
- Regularly evaluate and review Managing People and their Performance, providing CMT with detail of issues, recommendations, successes etc as they arise
- Recognise and communicate success and good practice.

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
- Analysing the success of managing performance across the Council by Service area, job, level, and diversity factors through regular review and evaluation.

People and Performance

It is through the contribution of every individual that the Council's aims, targets and obligations are met. It is therefore necessary to engage every Council employee in managing performance – whether it is their own performance, the performance of other individuals and/or teams, or Service areas.

People will undertake what is valued and what is seen to contribute to the performance of the organisation they work for. The value of Managing People and Their Performance is not simply that individuals go through the process of completing an annual review – it is the day-to-day management of individuals and teams, the one-to-ones, the difficult conversations, the praise, identifying development needs, setting targets – the ongoing communication, and from this the important management information that is generated about performance, achievements, learning and development, skill gaps etc. By incorporating some or all of the above it can be clearly demonstrated that managing performance is both necessary, valued and worthwhile.

TIP... Use the 'Recording Progress / Notes from 1-2-1 Meetings' form at the end of this toolkit to help you prepare for any 1-2-1 meetings, and to keep a record of the key points from the meetings. Making this a habit will be invaluable in the long term as you will be able to refer to these notes to help feedback upon progress; make informed decisions; gather evidence / examples for formal reviews. Employees also need to make notes and a similar form is available in the toolkit and at the end of this guide.

Manager Checklist

Must Do's

Action	Completed
Hold regular 1-2-1 meetings with the individuals you manage to discuss performance, progress against objectives, general work issues etc	
Hold regular team meetings to discuss performance, communicate progress, communicate change etc	
Produce agendas for and minutes from team meetings (See section 3)	
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 (See Section 4)	
Pass the ownership of updating Action Plans to the individual but monitor to ensure this is being carried out	
Regularly review and update the objectives of those you manage through regular 1-2-1s (See Section 4)	
Undertake an annual formal review of performance with the individuals and/or teams that you manage using the toolkit as a guide	

Recommended

Action	Completed
Communicate Council priorities, team targets and priorities to your team / individuals within your team	
Promote Managing People and Performance and the benefits of managing performance to your team / colleagues	
Contact Human Resources / Your Line Manager if you require any support	