

Section 07:

**Linking Managing
People and Performance
to other Processes**



Managing People and Their Performance

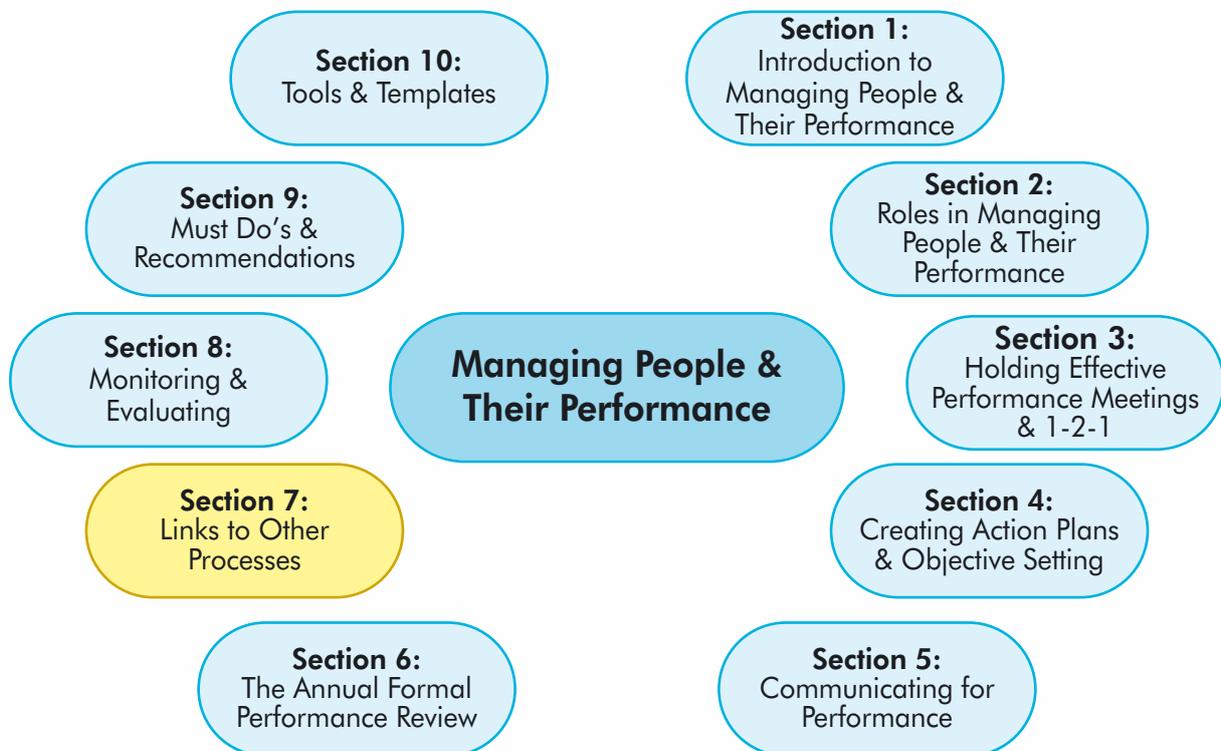
Links to other processes and making the best use of the outcomes

Managing People and Their Performance does not exist in a vacuum and will be of limited use if the outcomes do not link in to and support existing Council management practice, policies and procedures.

This section of the toolkit looks at the added value that the Managing People and Their Performance activities can bring to your team and the Council as a whole. It will look at the information gained from the activities and most importantly the value of this information.

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 7 only. A summary of all 'Must Do's' and 'Recommendations' from all Sections can be found in Section 9.



Managing People and Their Performance & Council Capabilities

Strategies and Plans

We have all heard, and used, the words 'strategy' and 'plan' but how are strategies and plans developed and implemented successfully?

To develop a strategy you need to know what core behaviours and skills (competencies) are critical to the success of that strategy, therefore you need to know your workforce. You need to be looking at the people that make up your team and asking yourself:

- What competencies do they currently demonstrate?
- Are these the competencies that can move us forward?
- How well do they demonstrate these competencies?
- Do they have the potential to develop these competencies?
- Do they have the opportunity to develop these competencies?

You also need to be asking yourself / your fellow managers:

- What competencies do they currently demonstrate?
- Are these the competencies that can move us forward?
- How well do they demonstrate these competencies?
- Do they have the potential to develop these competencies?
- Do they have the opportunity to develop these competencies?

The activities that are included in Managing People and Their Performance, including one-to-ones, annual reviews, team meetings etc, provide you, as a manager, with an opportunity to gather a broad range of local information about your current workforce that can help you answer these questions.

Organisational Capability

The development of core skills and behaviours (competencies) supports the development of whole Council capabilities, and the development of whole Council capabilities is key to the successful implementation of our strategies.

TIP...

Planning is all well and good, but without the capabilities to carry out the plan we are unlikely to achieve our goals. In your manager role you will be seeking to develop the capabilities of your workforce that support and fit your strategy.

Organisational capability is not just about the skills of an individual, or team of individuals – it is about developing a culture of knowledge sharing, and an environment of not only learning and developing, but ensuring we are using the learning and development to change how we operate in the workplace, and learn again from the outcomes of these changes.

TIP...

As a manager you have the ability to influence the skill and knowledge development in your area both via training and job experiences.

Desired Outcomes

Through effectively implementing Managing People and Their Performance activities, your outcomes will include coherent, timely and accurate management information at an individual, team, Service area and Council level.

The desired outcome of managing people and their performance is the achievement of improved and sustained Council performance – making outcomes for the Service user and the public better than they would otherwise be – through the management and development of an informed, capable, available, adaptive, effective and engaged workforce. This links directly with Workforce Planning and other key strategies and processes that will help the Council deliver positive outcomes now and into the future.

Managing People and Their Performance is not a stand alone activity, it fits in to, and feeds into other activities



The links to a selection of these are explored further below:

Workforce Planning

Managing People and their Performance can help managers with Workforce Planning in a number of ways. The better the workforce intelligence data a manager has access to, the better informed, and more accurate, the workforce plan.

Activities such as one-to-ones, annual reviews, team meetings etc provide you, as a manager, with an opportunity to gather a broad range of local information about your current workforce and will help you answer the question:

Where are we now?

What do you know about the individuals within your team? What do you know about their current priorities, objectives, skills or development areas? What do they do well? What are their challenges? To answer questions like these you could **examine**:

- Current roles, workflow and workloads
- Workforce information obtained from meetings and performance reviews - skills audits; learning and development requirements; career aspirations etc – what are the current themes?
- The effectiveness of your existing structure

Then you have to **decide**:

- Does your workforce have the skills required to meet existing objectives?
- What are the pivotal roles?
- Are there specific challenges to be dealt with such as skill deficits; retention issues; distrust between employees and managers; performance issues such as underperformance or apathy?

Recruitment and Selection

Managing People and their Performance will assist you in the recruitment and selection of new employees as you will become more familiar in having discussions about performance, selecting the most appropriate behaviours and skills required for

Gathering and analysing this information can then help you deliver:

- A clear picture of the current state of your workforce
- A picture of how workforce issues are impacting upon current achievement of team and Council objectives.

Managing People and Their Performance therefore helps inform 'Where are we now?'

Once this information is gathered you can then look to answer the following questions:

- Where are we going?
- How are we going to get there?

This can include a range of Workforce Planning Activities such as:

- Identifying skill gaps
- Planning future learning and development
- Identifying critical posts
- Talent management
- Succession planning.

Ultimately effectively managing the performance of the individuals in your team will help you plan your workforce and develop a future supply of capable and effective staff that are essential to the successful delivery of Council services.

For further details on Workforce Planning please contact Human Resources, or refer to the People Planning Toolkit available on HR Knowledge Bank.

the role you are advertising and recognising what skills and behaviours are required within your team.

For more information on Recruitment & Selection please refer to HR Knowledge Bank, or contact your Human Resources advisor.

Induction & Probation

Managing People and their Performance should be used as part of the induction and introduced and adopted during the probationary period of all new employees. The new employee will have demonstrated some, if not all, of the skills, knowledge, aptitude and behaviours necessary to perform their role. However they may not have demonstrated these in the context of working at the

Council. You will be able to utilise Managing People and their Performance to set expectations and objectives whilst assessing the individual's behaviours and performance during the probationary period. For more information on Induction and Probation please refer to HR Knowledge Bank, or contact your Human Resources advisor.

Talent Management and Succession Planning

Managing People and their Performance can help identify talent through reviewing performance and identifying potential within the workforce. This can also support the development of succession planning. By identifying those individuals who consistently achieve their objectives and whose skills and behaviours are seen to be excellent, enables the Council to identify those who may have potential.

For more information on Talent Management and Succession Planning please refer to the People Planning toolkit, Stage 4: Managing Your Talent, and Stage 5: Managing Succession in your Service area. These are available on HR Knowledge Bank or from your Human Resources Advisor.

Capability – Management of Poor Performance

Regular meetings to discuss performance will enable you to pick up and address any instances of under performance. However, it will be difficult to evidence continuous under-performance if you have not addressed the issue promptly in your regular 1-2-1s

notes from your regular performance meetings which will detail your performance concerns, the discussions between yourself and the individual, the action plans that have been put into place to address the concerns and finally the evidence of the success or failure of

TIP... Cases of capability can be minimised by effective People and Performance Management. Regular reviews enable poor performance to be addressed when it first occurs and will help you and the employee put steps in place to bring performance back on track and at an acceptable and sustainable level.

or if you have not kept any notes from your 1-2-1 meetings around the conversations and outcomes. (See Notes from 1-2-1 template in Section 10.)

If performance does not improve and more formal procedures have to be initiated you will have the

these activities upon improving performance.

For more information on the Capability Policy & Manager Toolkit please refer to HR Knowledge Bank, or contact your Human Resources advisor.

TIP... For information on any of the categories below please refer to HR Knowledge Bank, or contact your Human Resources advisor:

- Occupational Health and Employee Wellbeing
- Learning and Development
- Career Development
- Coaching and Mentoring
- Service & Role Redesign

Manager Checklist

Must Do's

Action	Completed
Develop an understanding of how Managing People and Performance plays a fundamental role in other areas, for example, Workforce Planning	
Use induction and probation periods effectively to establish expectations of performance and set up initial Action Plans	
Address issues as they arise in 1-2-1 meetings – do not avoid having difficult conversations	
Familiarise yourself with the policies / processes / procedures that are referred to within this Section – Capability, Workforce Planning etc	

Recommended

Action	Completed
Think about Workforce Planning and the impact managing people and performance has on the future development of your workforce / Service area (identifying skill gaps / managing talent / succession planning / critical posts)	
For further advice, guidance or information please contact Human Resources	