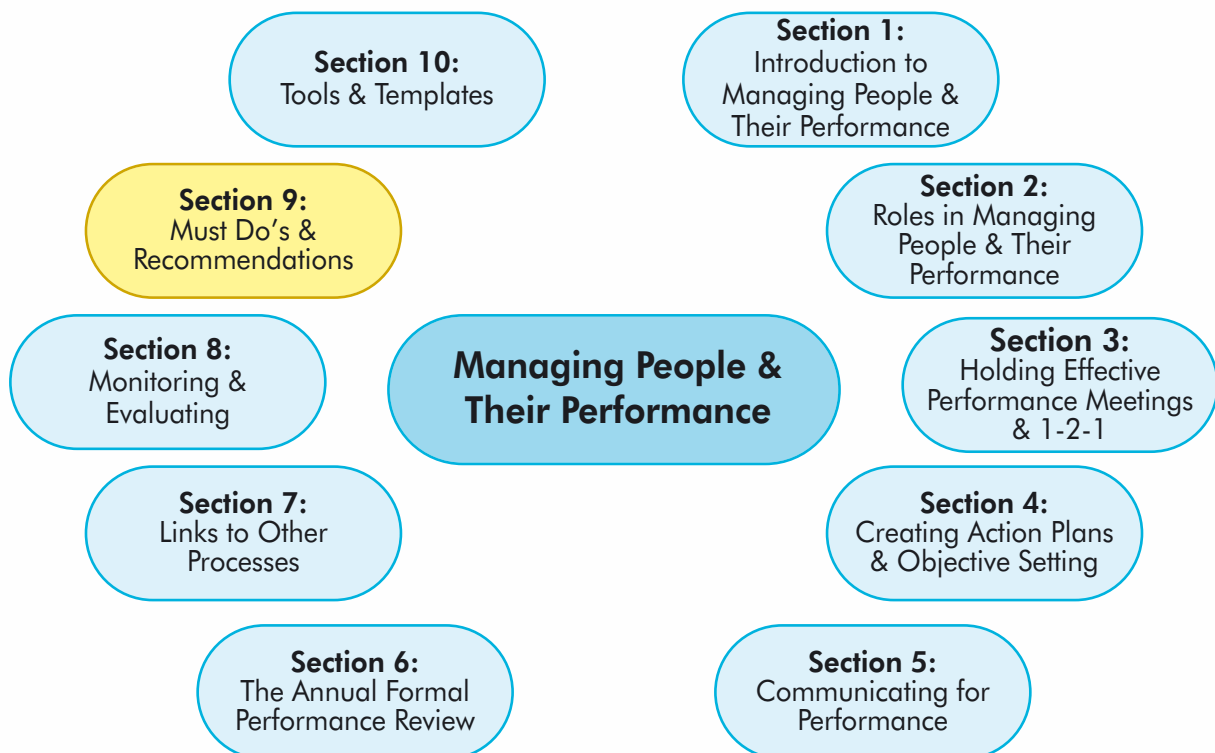


Section 08:
**Monitoring and
Evaluation**



Implementing 'Managing People and their Performance' is not an end in itself. It is vital that you constantly quality assess and evaluate both how you do it – reflecting upon meetings, briefings, conversations, objective setting – and how it contributes to the performance of your team – is it doing what it originally set out to do?

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



Your Performance as a Line Manager

You may decide to include team members in the annual formal review of your performance and this may provide valuable feedback as to how they feel you manage them, including how you communicate with them about their performance.

Your Line Manager will also be having regular 1-2-1s and the Annual Formal Performance Review meetings with you and this will also provide not only a valuable insight into how you are performing, but also an opportunity for you to ask for support or development in the enhancement of your communication, feedback and review skills.

When you hold team meetings take the time at the end of the meeting to ask those who have attended the meeting to evaluate how they felt the meeting went – this can give you regular, ongoing quality assessment that you can look to act upon with almost immediate effect.

Your own reflection following meetings is also invaluable and can identify areas for development, mistakes to learn from and successes to replicate.

The Responsibility of the Second Line Manager (Your Line Manager)

To ensure the components of Managing People and Their Performance are undertaken in a fair, objective, ethical and honest manner, there could be a role for the second Line Manager in the 'signing off' of Performance Reviews and/or Action Plans.

Second Line Managers (the Line Manager's Line Manager) and/or Senior Management can have an important role in Quality Assessment, and if required should pay particular attention to:

- **Objectives**

- Are they SMART?
- Are they sufficiently stretching?
- Do they link to strategic objectives?

- **Are decisions fair? Has the Line Manager shown any prejudice?**

- Are the formal reviews of performance and behaviours honest – has the Line Manager scored appropriately or have they simply said everyone was 'good'?
- Do the reviews contain constructive feedback?
- Is the development plan feasible and a true reflection of the individual's needs?
- Does the individual agree with the Line Manager?

They can also have an important role in 'arbitration' should disagreements arise.

Auditing Managing People & Their Performance

To support further enhancements to the Council's Managing People and Their Performance arrangements, 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.

Monitoring of Management Information

The outcomes of Managing People and Their Performance will provide useful management information and could be used to:

- Help identify any discrimination in any areas
- Help establish if there is any correlation between Council performance and individual performance (for example – if all members of Human Resources were shown to be meeting all objectives and scoring highly against behaviours it would be reasonable to expect HR to have

contributed significantly towards Council performance. If not this would indicate – inaccurate reviews and scoring against behaviours; objectives claimed to have been met when they have not been; objectives being set inappropriately and not contributing to the Council's strategic objectives.)

- Discrepancies in management information may be used as the first step in identifying those areas that need further investigation and auditing.

Evaluating 'Managing People and Their Performance'

It is important to the individual, the Line Manager, Senior Management and the Council to constantly evaluate the effectiveness of the components of Managing People and Their Performance. Evaluation should establish whether:

- It is contributing to improved performance
- Individuals are satisfied with it
- It is meeting individual and manager needs
- Do people feel there is a better way?

Evaluation could be carried out via surveys, focus groups, 1-2-1s, but the important point is to act upon the results and feed these back to the appropriate area.

Manager Checklist

Must Do's

Action	Completed
Continually assess and evaluate your people performance management approach to ensure it remains effective	
Assess and evaluate how Managing People and Their Performance works for you – tools, processes etc	
Encourage feedback from those whom you manage about how they are managed	
Regularly review and update the objectives of those you manage through regular 1-2-1s	
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)	
Ensure evidence of Managing People and Their Performance is available for internal audit purposes – Action Plans / notes from 1-2-1s / Team Meeting Agenda & Minutes / Annual Performance Review statistics / Outcomes	

Recommended

Action	Completed
Encourage team reflection and create a method of enabling / encouraging suggestions / areas for improvement	
Check quality of reviews, action plans etc –fit for purpose / relevant	
Check the development of your team, does it reflect the requirements for your department to achieve its goals now and in to the future?	