

HR PERFORMANCE MANAGEMENT COMMITMENT

Managing effective, efficient, productive and continuously improving performance is at the heart of Eastbourne Borough Council's Corporate Plan. A vital component in achieving this objective is the management of our Human Resources.

The people who work for us are a talented and diverse resource: decision makers; technical experts; both developers of and workers within systems; managers, supervisors and empowerers of others; customer advisers; and problem-solvers. They are, in every way, the life force of the Council.

The culture which we seek to promote for Eastbourne is one where everyone is valued for their unique contribution. Our Chief Executive describes it in four 'C's': 'corporate communication, commitment and challenge'. We define this culture through our Corporate Values and express it in every one of the thousands of exchanges of communication occurring daily in our work.

Through our adopted policies and procedures we make it clear that the culture to which we aspire is one where we:

1. Celebrate and embrace the diversity of our human resources.
2. Lead by example and direction, defining clear boundaries, delegating, trusting and providing challenges according to capability.
3. Support, coach, mentor and encourage according to individual needs.
4. Always test the needs of the service against the welfare, health and safety of those working in our teams.
5. Never take for granted the commitment, hard work, enthusiasm or resilience of others.
6. Understand and accept that mistakes occur from time to time and that they can be a step in a learning process, an opportunity to increase understanding and make improvements.
7. Recognise that successful and happy teams utilise the strengths of all and seek to mitigate against their weaknesses. However, remain prepared to deal firmly, fairly and consistently with behaviour which is less than acceptable and which works against team and corporate success.
8. Recognise that we work for a single organisation committed to public service.

OUR PERSONNEL STANDARDS

Global and national context for focus on Performance Management

The profile of performance management is a challenging area, which has been gaining a higher profile over the last 20 years. It has become apparent that the increasing pace of life, development of ever faster means of communication and resultant demands for output have added pressures to people and systems.

These pressures have shortened turnaround times for actions and reactions and have inevitably thrown performance issues more visibly and immediately into the spotlight. Good systems, high quality service and results are apparent and appreciated in a much shorter space of time. On the other hand, poor systems and service also receive publicity and acknowledgement in record times. Since standards of performance impact in every area of work, it is both legitimate and desirable for us to define our approach to Human Resources performance management through a set of robust performance management tools.

We develop comprehensive HR frameworks for performance management. The corporate Personnel Standards and associated guidance and advice are a means to achieving better results from our managers and their teams. We define these tools, familiarise officers with them and train them in their use, monitoring and evaluating performance accordingly.

Tools in Performance Management in Eastbourne Borough Council: These we shall categorise as:

1 KEY POLICIES, PROCEDURES AND GUIDANCE

In this category sit the key tools used across EBC in the management of Performance. They will have associated guidance notes for managers and employees, as appropriate, and are as follows:

a. Business planning – Service Planning (guidance and templates) (Link)

The management of performance is a vital element in reviews & evaluation of service, associated training, development and forward planning.

b. Recruitment and Selection (Link)

When we review service and team needs to determine parameters for future recruitment, we embark on a key process supporting performance management within the Council. The professionalism with which we produce job descriptions and person specifications is fundamental to a successful outcome. A thorough review of applications and candidates against the person specification ensures that we adhere to our high standards, minimising subjectivity and valuing established criteria. Relevant, fair and appropriately pitched selection processes reinforce the integrity of recruitment exercises and demonstrate our Corporate Vision and equalities' mandate in action.

c. Induction and Training (Link)

In a context of Investors in People accreditation, we work to ensure that both newcomers to

employment with EBC and those engaged in development training are inducted and skilled in those procedures, processes and techniques which will inform and empower them in their work. The effective contribution of all in our teams promotes motivation and improves the quality of our work.

d. Appraisal and development (Link)

An important piece in the corporate performance management jigsaw, Appraisal conducted in a methodical, constructive and collaborative way supports the collation of evidence for monitoring and delivery of objectives and informs future associated training needs.

e. Attendance management (Link)

Attendance can be a barometer of motivation, personal reward and the work/ life balance which is fundamental to good management. Our Attendance Management procedures are a tool in promoting and sustaining a performance management culture and derive tangible benefits for everyone.

f. Disciplinary matters (Link)

We are committed to monitoring, reviewing and improving the quality of services provided to all our customers, external and internal. Where an employee's behaviour is not of an acceptable standard, this will be addressed through training, guidance and the opportunity to improve, as appropriate. If improvement is not achieved, or the breach of conduct is serious, full consideration will be given to any mitigating circumstances and alternative courses of action prior to a decision to discipline or dismiss.

g. Grievance matters (Link)

It is important for us that all who work for Eastbourne Borough Council have opportunities to indicate when they are not happy with the behaviour and/or decisions of co-workers, supervisors or managers. An individual who is unhappy about their treatment should seek to resolve issues by raising concerns directly with their manager or supervisor. Use of the formal Grievance procedure will occur where these grievances have either not been resolved satisfactorily through informal channels or have been of sufficient severity to warrant immediate elevation to the grievance procedure.

h. Capability procedure (Link)

Capability can be defined as the "Skill, aptitude, health or any other physical or mental quality" required to perform a job. Incapability is, therefore, an absence of or deficiency in the required level of capability. Where a manager is concerned about an employee's capability, this must be addressed through an agreed process where the problem is defined and appropriate action is taken.

i. Exit Interview procedure, feedback and follow-up (Link)

Conducted in a neutral setting, Exit interviews give the organisation and the individual an opportunity to review experiences, learn from both the good and the bad and allow corporate

Personnel to identify local training, development, best practice and other issues for follow-up.

2. KEY ADVICE

This section will provide reference information for those working for EBC on terms and conditions of employment and locally agreed practices:

- v NJC terms and conditions of employment for relevant workers
- v Evolving Employment law – the legislative context national and European
- v Local terms and conditions of employment by groups/job type
- v Locally devised and agreed practices and guidance

3. NUTS AND BOLTS (everything else!)

This section gives information and guidance on a wide range of subjects including such things as:

Statutory Sick Pay

Car provisions & business mileage

Tax and national insurance

Pension scheme

Salaries, wages, payroll runs and features of payment

Procedures for updating to personal details: bank account, telephone & so forth

Equalities Monitoring forms, updates and analysis

Information on Annual Leave, Maternity leave and other parental leave

Internet policy and guidance on Computer usage

Health and Safety statements (Links)

Footnote:

Action to be taken in highlighting performance management:

Programme of consultation, training and familiarisation with our Performance Management Statement and with all key procedures.

Monitoring of usage and review of impact – honing future amendments and training needs.

