Is appraisal dead? Do we need a new performance management culture?

Introducing forward looking appraisals
The Camden case study

Julie Foy

Head of Human Resources
London Borough of Southwark

Why change?

- Long established framework matured expectations around performance

- High completion rates but is this the right thing to measure?

- Previous scheme no longer fit for our purpose or adding enough value

  - Perceived to be process and form heavy

  - Not sufficiently related to Council outcomes.

  - Some concerns raised that the ratings can be subjective or inequitable

  - Ratings generally can be demotivating.

- Worked with a reference group to try new approaches and redesign together

- Ambition was to better enable staff at *all* levels to demonstrate high performance and achieve their potential

- Camden proud to join a small group of innovators such as Deloitte, Accenture, Gap and Microsoft to realise that the traditional approaches to performance development such as use of a ratings scale can be counter-productive.

New approach – key features

- Move away from a **backward-looking** annual scheme

- Build a foundation for staff to develop their performance to best achieve their **potential** (to deliver better services)

- Get rid of the existing **5-point rating scale**

- Introduce a system where all staff who are performing well are recognised with an **annual pay increase**

- All staff have the opportunity for more **instant financial recognition** throughout the year, as close as possible to the point of their contribution

- Facilitate a **continuous** conversation with our staff

- Shift to more **coaching style** discussions.

- Move towards more **staff involvement** in service planning

- Think about 'the whole job', also moving away from bureaucracy of SMART objectives towards general **priorities**

- **Principles, hints and tips** rather than detailed guidance

- Retain robust approach to managing **underperformance** but introduce 'fork in the road' for managed exits

What helps with making the change?

- Maturity of existing performance development model
- Top level ownership
- Courageous leadership
- Empowered culture
- Comfortable working without strict rules
- Union appetite for 'something different'
- Management confidence in delivering feedback

Introduction

Pay and recognition

My performance conversations

Recognition and the Camden Way scheme

My performance simple, flexible, continuous

Conversation topics

Not performing well and underperformance

Understanding and reviewing priorities

Performing well and not performing well

Feedback

My development

Section 3: Conversation topics

...Get to explore different ways to help me reach my potential and find better ways to contribute to Camden Plan outcomes

...Am encouraged to consider learning from both praise and improvement feedback so that I can maintain or develop what I do

Regularly review and clarify what I'm expected to do in my role and what success will look like for me, our team and our customers.

...Share feedback that I've received from customers or colleagues and, if required, update my priorities or a way of working

Through My performance conversations, I...

...Discuss my priorities or key pieces of work and progress against them

...Look at team or service data to see whether we are getting it right for our customers so I can suggest ideas for what we could do better and how I might contribute to improve end-to-end customer experience

...Discuss what's going well for me, where I can take a lead and what problems and challenges I'm facing to work in the Camden Way

...Think about how I can overcome any challenges and suggest ways my manager or colleagues could support me

Recognition model

A colleague has gone the extra mile or shown particular dedication that warrants recognition. Their contribution has resulted in a *positive* outcome for a service user(s) or an improvement to our service or the wider council

- Has shown resilience and overcome challenges to ensure that an outcome was met.
- Has made a specific contribution to teamwork without which an important task or outcome could not have been achieved.
- Has been proactive when faced with a crisis, emergency or a one-off event that fell outside of normal expectations of the role.
- Has taken on additional responsibilities and delivered a quality piece of work.

A colleague has gone the extra mile or shown particular dedication that warrants recognition. Their contribution has resulted in a *significant* outcome for a service user(s) or an improvement to our service or the wider council

- Has contributed and delivered ideas which led to greater efficiency, improved quality, and cost savings etc.
- When faced with substantial challenges, developed an innovative solution which led to a significant outcome.
- Completed an outstanding piece of work which surpassed expectations and delivered beyond the expected outcomes.
- Handled a particularly difficult scenario or project with determination.
- Has contributed in a stand-out way that has inspired others to follow their example.

Wraparound learning & development

Unconscious Bias

Coaching

The Art of Giving and Receiving Feedback

Developing a Coaching Mind Set
Skills of coaching conversations

Handling Difficult Conversations

Developing a Deeper Understanding of Coaching
Theory and application of coaching models

Dealing with Underperformance

Camden Coaching Network

Scheme reception

- Launched in January 2016
- Positively received by staff and managers
- Welcomed by trade unions
- 90%+ completion rate
- Very small number of payroll queries regarding pay and reward
- Active use of Yammer for peer responses to enquiries
- Focus now on ensuring rewards considered at all levels and in all teams
- Intend to use next employee survey for quantitative feedback and seek some qualitative feedback via teams

I would agree that this is a big improvement, and I'm very pleased that management has listened to concerns from Unison and members of staff

Looking at these documents, I think this is a much more productive way of approaching performance and encourages more focus on development and promoting good performance. I am looking forward to this new approach. This is 100% better than the previous model, which was a little contentious at times

This is so much better than the previous way that work was evaluated