

Performance Management Framework



Introduction

Like any large organisation, we have a clear set of expectations and **organisational values** that everyone needs to demonstrate and will be measured against.

This is especially crucial for anyone at a management level. Our people understand our values and expect to see management live by and demonstrate them in the workplace. This and other benefits are covered in our 'Working for Leicestershire County Council' booklet.

What makes us different is that we don't prescribe that our Leaders adopt one particular style. We need Leaders with different styles and different ways of thinking to work together to continually develop our organisation.

As long as the measures show you are having a **positive impact**, operationally and on people, and that you're living our organisation's values then your style is yours to choose.

Earn respect and be someone people aspire to



Drive

Proactively managing the service



Think

Taking the time to reflect and analyse



Feel

Using emotional intelligence



Connect

Building impactful working relationships



Inspire

Igniting creativity, supporting innovation and role modelling

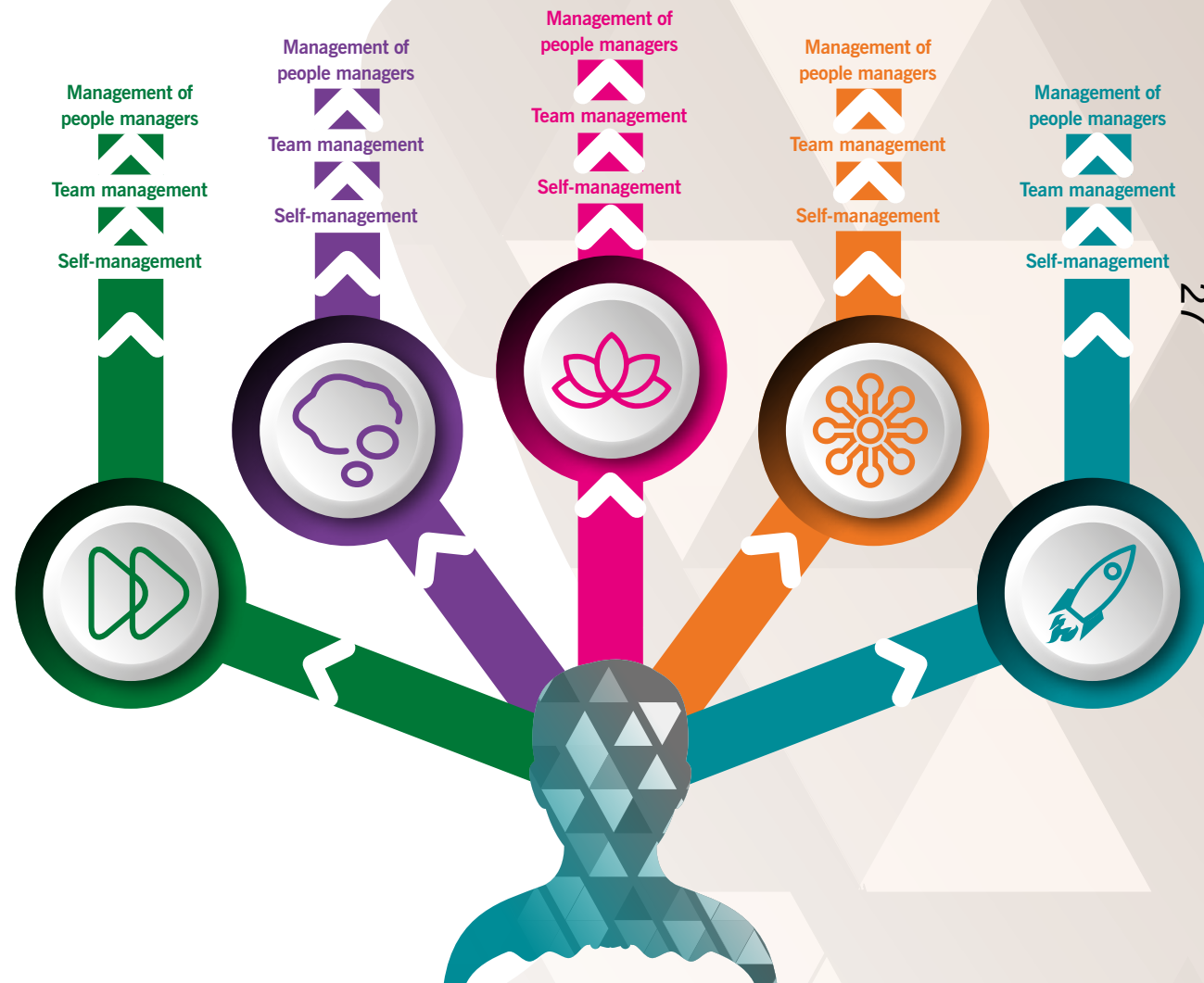
Leadership themes and levels

Our five Leadership themes set out our expectations across areas that we believe are all important parts of Leadership. Each theme has a set of expectations at three levels:

1. **Self-Management** – Expectations of every manager on how you manage and support yourself
2. **Team management** – Expectations of every manager on how you manage and support your team(s)
3. **Managing people managers** – Expectations for any manager who line manages other people managers on how you support and manage them.

If you have any line management responsibility, for example you are a Supervisor or Team Leader, you need to consider your performance across all five themes at Levels 1 and 2. If you have line management responsibility for other people managers, for example you are a Team Manager, Head of Service or Director, then you need to consider your performance across all five themes at Levels 1, 2 and 3.

It is important that you consider your performance as a manager across all five themes equally – chances are you'll have strengths and areas that you'll need to work on and that's ok. Our ask of you is that you recognise these, have open conversations with your manager and that you take action to develop your performance in these areas.





Drive

Proactively managing the service

Self-management

- Demonstrate **positivity** and passion in your role and commitment to your customer(s) and/or the communities you serve
- Complete all mandatory and role-specific training to support you to perform
- **Openly and regularly** discuss your performance with your manager; considering what you're accountable for, your impact and results as a manager and how you actively develop your team. Ask for support when you need it.

Team management

- Recruit people who demonstrate the **organisation's values and behaviours** and can give examples of positive results. Welcome them with a comprehensive induction that includes mandatory and role-specific training, reviews in line with the probation policy and regular 1:1s
- Support all team members to succeed at LCC:
 - Help team members understand the **organisation's values and behaviours** and how their role contributes to the achievement of Council/service priorities and the impact they have on the customer/community
 - **Openly and transparently** discuss with each team member how their performance is measured and what they're accountable for
 - Hold regular 1:1s/supervision to discuss individual performance, development, any support required and general wellbeing. Be **open and transparent** if you identify a performance, conduct and/or attendance issue and take timely action to manage this.
- **Openly** discuss smarter working options, such as 'when, where and how' people work. Consider these **transparently** against business need.
- Proactively manage budget and resources to ensure these are effectively utilised
- Use the self-service systems available to help you manage your team and budgets and gather data to inform decision making
- Regularly review team performance and use inclusive forums such as team meetings, 1:1s, Toolbox Talks to **openly** discuss team strengths and ideas for improvement
- Proactively lead during times of change; being **open and transparent** about the rationale, responding to ideas and maintaining regular communication throughout

Management of people managers

- Continuously and **openly** review performance across your entire span of accountability.
- **Openly** discuss with your people managers their performance and impact as managers in line with this framework. Empower and support them to recognise strong performance and be accountable for proactively addressing under performance, poor conduct or attendance issues.
- Challenge yourself to find different ways to help your people managers increase the productivity and performance of their team.



Think

Taking the time to reflect and analyse

Self-management

- Consider the customer / community in your decision making and use data, engagement or collaboration to help you do so
- Be **transparent** in using data (customer, financial, operational, people) to manage performance and drive your decision making. Seek out data when it is not immediately obvious or available.
- Make and be accountable for your decisions, recognising that they may not always be popular but may be necessary for the benefit of the service / customer

Team management

- Reflect on how well you know your team's strengths and development areas, what motivates them and how these can be used to maximise performance
- Work with your team, encouraging them to use data to drive decision making and identify opportunities for continuous improvement
- Actively invite thinking and challenge from different perspectives to build on ideas and problem solve collaboratively. Encourage others to do the same.
- Evaluate opportunities to take well considered risks that will improve the service and manage these accordingly

Management of people managers

- Be an advocate for data driven decision making. If data is not available, encourage improvement in processes, data collection and/or compliance.
- Discuss succession planning with your people managers, exploring the potential within the team and the future needs of the service
- Provide support and constructive challenge to empower well considered risk taking



Feel

Using emotional intelligence

Self-Management

- Make time to reflect upon the impact your actions and management style have on the people around you. How do you make people feel?
- Make time to reflect upon your own aspirations and how you feel in your role. Be **open and transparent** in discussions with your manager.
- Demonstrate respect for yourself and role model a balanced, **flexible** approach to your work

Team management

- Understand the dynamics and relationships within your team and those that exist between your team and others. Support positive relationships; take action if they hinder performance.
- Encourage your team to talk to you about their resilience and wellbeing demonstrating **respect** and confidentiality, taking action to support or sign post support when needed
- Proactively manage the health and safety of the team, ensuring there is full compliance at all times and that any necessary risk assessments and corrective actions are completed
- Show **respect** for employee's work and home lives and promote a healthy work life balance
- Be mindful of how change can affect people differently and prepare to manage different responses sensitively

Management of people managers

- Be in tune with the resilience and wellbeing of your manager(s) and team(s) and make yourself available for **open** conversations
- **Respectfully** discuss with your manager(s) the skills, attributes and aspirations of team members and the impact it may have on motivation and wellbeing if these do not match



Connect

Building impactful
working relationships

Self-management

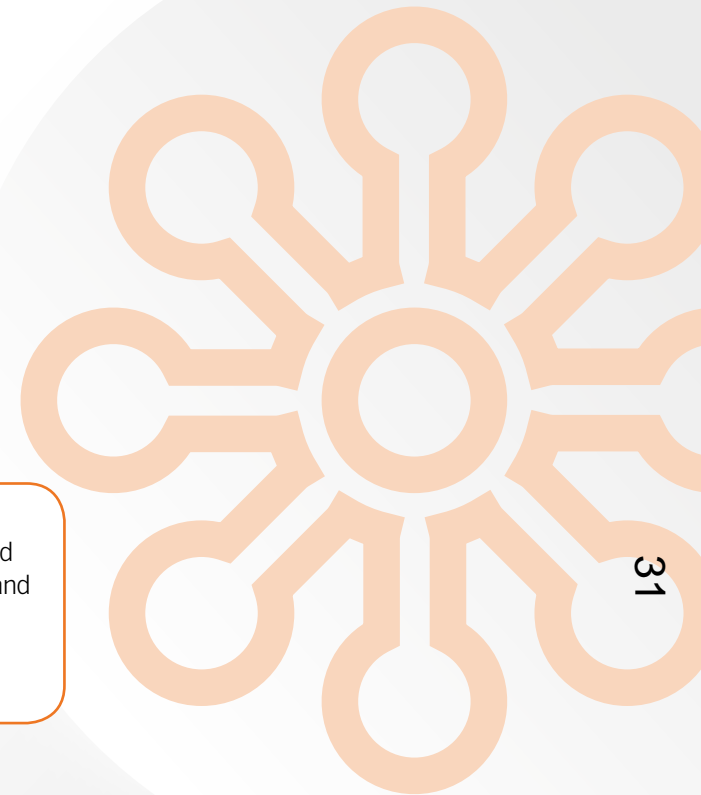
- Proactively develop **positive, trusting** relationships across departments, with customers and the community as appropriate
- Actively network inside and outside of the organisation to share ideas, challenge thinking and identify opportunities for change and improvement

Team management

- Develop **trust** within the team and encourage team members to build positive, trusting relationships with each other, across departments and with customers and the community as appropriate
- Hold regular, quality conversations with your team where you listen without judgement, speak honestly and challenge constructively

Management of people managers

- Be an advocate of collaborating to achieve a shared vision and role model the need to work together across the organisation to achieve the Council's strategic priorities
- Be an advocate for partnership working and collaboration with other organisations to improve services, value for money and/or opportunities for the people of Leicestershire





Inspire

Igniting creativity, supporting innovation and role modelling

Self-management

- Role model the **organisation's values and behaviours** and demonstrate good conduct, performance and attendance
- Regularly consider how you can challenge yourself, enhance your continuous professional development, set your own personal goals and find new ways to meet challenges

Team management

- Create space and time for the team to be innovative and creative, share ideas, collectively think through a problem and try new ways of working.
- Provide guidance and constructive challenge to help the team shape ideas into workable solutions, giving time to innovation that supports continuous improvement
- Actively support team members to achieve their potential and undertake continuous professional development

Management of people managers

- Coach, advise and support team members to grow and build confidence in their management roles and role model the behaviours and ways of working that you want to see
- Be an advocate for trying new ways of working, maximising opportunities to adopt new thinking and/or technology into your service



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