



## **EMPLOYMENT COMMITTEE 19 OCTOBER 2017**

### **VALUES AND BEHAVIOURS, EMPLOYMENT DEAL AND PERFORMANCE MANAGEMENT FRAMEWORK**

#### **REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

##### **Purpose of Report**

1. The purpose of this report is to present to the Employment Committee details of the following three initiatives, and to seek views on their implementation. The proposals in this report recognise the synergies between the three areas:
  - a. A change to the current organisational values and behaviours which set out the attitudes and approach to work that the County Council expect from employees;
  - b. The introduction of an Employment Deal which will assist in ensuring all County Council employees and prospective employees understand what is expected of them and what they can expect from the Council;
  - c. The introduction of a Performance Management Framework which outlines the expectations of County Council leaders and managers, and further supports the development of a performance culture.
2. The above projects are included in the delivery plan which has been developed to support the implementation of the Council's People Strategy (performance management theme) and are scheduled to be completed by 31<sup>st</sup> March 2018.

##### **Background**

3. As part of the Council's transformation agenda, the current organisational values have been revisited and updated. The values were introduced approximately 10 years ago after extensive engagement and consultation with staff. They reflected the priorities and demands on the Council at that time, and are:
  - Being positive
  - Flexibility
  - The desire to achieve results
  - Speaking up
  - A focus on the people of Leicestershire
  - Co-operation
4. Together with the revision of the organisational values and behaviours, work was undertaken to create an Employment Deal (attached at Appendix 1) and Performance Management Framework (attached at Appendix 2).

5. Senior management feedback has shaped the development of the three initiatives detailed in paragraph 1 above.

### **Values & Behaviours**

6. Organisational values and behaviours are important when it comes to supporting an organisation's vision, to shape its culture and to reflect what it views as being important in its employment relationship. This can then impact on the services it provides. When implemented effectively, values and behaviours enable the workforce to feel connected to the organisation, and they help to reinforce an individual's sense of belonging.
7. Research shows that organisations which have strong organisational values outperform those which do not. There is also a growing role for values and behaviours in the recruitment process, with candidates seeking to establish what 'type' of organisation a prospective employer may be.
8. Extensive consultation, including a number of engagement sessions across the Council has now been completed. The sessions set out the current and future priorities and challenges for the Council and asked individuals what they thought the values should be which staff would wish to aspire to, in order to embed culture change within departments and services.
9. Over 1,200 members of staff were engaged in the process and all feedback was captured and then analysed. Based on the results of this analysis the following values and behaviours have been agreed by CMT:

<p><b>Positivity</b></p> <p>We find the best way to get things done. We challenge ourselves to deliver high quality services and inspire others to deliver results.</p>	<p><b>Flexibility</b></p> <p>We are adaptable in order to support the needs of the business – working collaboratively and supporting colleagues.</p>
<p><b>Openness and Transparency</b></p> <p>We are honest with the people we work with and serve. We share information and communicate clearly.</p>	<p><b>Trust and Respect</b></p> <p>We enable our staff to take ownership and be accountable for their own performance, actions and decisions. We value diversity and listen to the view of others.</p>

10. To realise fully the benefits of having a set of organisational values and behaviours it will be necessary to embed them into working practices, therefore making them relevant and meaningful to all employees across the County Council. Departmental workforce strategies will support the implementation and embedding of the values by providing a local context, which recognises departmental and service level working practices and cultures.

### **Employment Deal**

11. Research demonstrates that for those organisations where there is an effective employment deal, there is a significant improvement in employee engagement and commitment which, therefore, has a positive impact on performance. The Employment Deal is a psychological contract; it supports the recruitment and selection of individuals

who align themselves with the organisation's values and behaviours. It also helps to reinforce the reasons why individuals work for the Council i.e. public service, and reminds them of their responsibilities and the benefits which they have available.

12. To assist in positioning the revised organisational values and behaviours and reinforce the focus on performance management, the Employment Deal that has been developed describes what the County Council expects of employees and what they can expect in return.
13. Taken together, the Employment Deal along with the values and behaviours will set the foundation for the development of the County Council's organisational culture. It is intended that the Employment Deal serves as a 'living' psychological contract, one that continues to develop and strengthen. A digital platform will be developed following the launch to support this, accessible to both current and potential employees. The platform will contain video examples of employees who are living the County Council's values and behaviours, together with career stories from across the workforce that reflect the diversity of jobs, length of service and experience. For example, they will represent those staff who have progressed upwards, colleagues who have moved 'sideways' to develop broad skill sets, long serving colleagues and apprentices who have developed in the organisation.
14. The Employment Deal (Working for the Leicestershire County Council) is attached at Appendix 1.

### **Performance Management Framework**

15. The Committee will recall a discussion at its meeting on 2 February 2017 on performance management. Following this, workshops on leadership and performance were held with senior managers. The outputs of these engagement sessions confirmed that there is currently a lack of clarity and consistency on what the expectations are for leaders and managers in terms of their roles and, in particular, with regard to managing performance.
16. To enable managers to effectively manage the performance of their teams, a performance management framework will be implemented. This will set out the expectations for our managers, built around five themes:

- Drive
- Think
- Feel
- Connect
- Inspire

Across each of these themes, managers will be expected to develop and demonstrate competence at 3 levels:

Level 1 – self management

Level 2 – team manager

Level 3 – management of people managers

17. Measurement of competence across these themes and levels will follow a 'multi angle' approach which looks at performance from both an operational and people perspective. The proposal is to combine the following methodologies:

- 360 degree feedback – consideration of style, impact and contribution
- Operational performance - achievement of KPIs / score card measures
- Management self-assessment – use of self-reflection tools
- Team assessment – used in conjunction with self-assessment to gain insight, build confidence and / or change behaviour

18. The Performance Management Framework is attached at Appendix 2.

### **Implementation Approach**

19. All three initiatives detailed in paragraph 1 were launched at the Corporate Management Team roadshows in September/October 2017. Interactive sessions to explore and embed the values and behaviours, and the Employment Deal will be held with teams across the Council.

20. Human Resources/Organisational Development (HR/OD) Business Partners will co-deliver interactive sessions with their Senior Leadership Teams to assist in the process of understanding, accepting and embedding the values and behaviours, Employment Deal and Performance Management Framework within each department. The focus will be on aligning these with departmental priorities and any 'departmental' values or behaviours that are already established.

21. The Performance Management Framework will be embedded further through the longer term delivery of the leadership offer, development of supporting tools, re-designing the appraisal process and implementation of operational performance measures.

22. In addition to the above, work will be undertaken to identify where they need to be included in relevant Human Resources policies and procedures, contracts of employment and recruitment communication channels.

### **Recommendations**

23. The committee notes the contents of this report, and comments on the approach being taken in respect of the:

- a) Revised organisational values and behaviours
- b) Introduction of an Employment Deal
- c) Introduction of a Performance Management Framework

### **Circulation under Local issues Alert Procedure**

24. None.

**Officer to Contact**

Andrea Denham  
HR/OD Business Partner  
(0116) 3055261  
[andrea.denham@leics.gov.uk](mailto:andrea.denham@leics.gov.uk)

**List of Appendices**

- Appendix 1 – Working at Leicestershire County Council (the Employment Deal)
- Appendix 2 – Performance Management Framework

**Equality and Human Rights Implications**

26. An Equality and Human Right Impact Assessment (EHRIA) has been completed for values and behaviours, employment deal and the performance management framework. Further EHRIAs will be required on the tools developed to support the performance management framework.

This page is intentionally left blank