

Section 1: Introduction

The way we approach our work in an increasingly challenging financial environment is crucial to the successful delivery of our Camden Plan ambitions.

My performance has been developed to improve the way we develop and motivate staff for working in the Camden Way. We want everyone to feel able to achieve their potential.

The Camden Way illustrates five ways of working that should underpin everything we do:

- 1 Deliver for the people of Camden
- 2 Work as one team
- 3 Take pride in getting it right
- 4 Find better ways
- 5 Take a lead

This new approach enables you to concentrate on delivering the best service possible, with regular opportunities to discuss what you are doing well and learn what might make you even more effective through development and personal growth.

SIMPLE
Based on conversations,
not forms

FLEXIBLE
A set of principles and hints
and tips that can be tailored
to each service

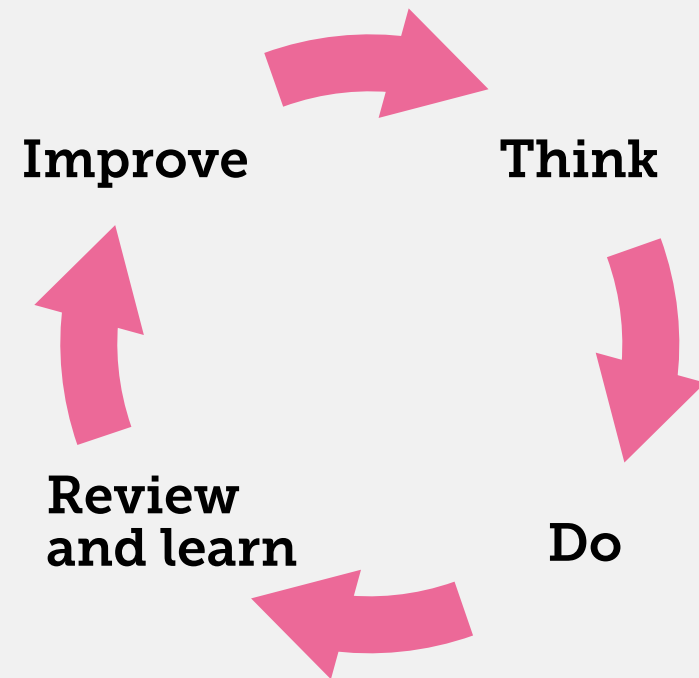
CONTINUOUS
Our work and development
as individuals and services
are on-going

Section 2: My performance conversations

My performance conversations

My performance is about enabling staff to focus on achieving their potential and delivering continuous service improvement for customers.

We believe the way to achieve this is through regular conversations with your manager to get clarity on priorities or the way you deliver a particular service. Having honest discussions and getting feedback from them and a range of other colleagues can contribute to your personal development, improve how you work and lead to improved services for customers.



Hints and tips for successful conversations

- › Suggestions about what you might cover in your conversations are given in the diagram on the next page
- › Have regular conversations to ensure that reflection and feedback is timely and relevant.
- › Decide together with your manager what format and combination of conversations works best for you both – for instance
 - once a week you might have a phone conversation or email about operational issues or progress updates followed by a face to face catch up every month or two.
- › You may find it helpful to take notes of conversations so you can keep track of progress, ideas and actions. Again it is up to you and your manager how you do this.
- › There may be occasions and circumstances which require a more detailed record of the conversation and actions arising. Judgement should be used to decide when that would be helpful.

Section 3: Conversation topics

Conversation topics



Section 4: Understanding and reviewing my role and priorities

I am clear about what is expected of me on a day-to-day basis. I understand my role and I know what tasks and activities I am expected to carry out.

I am familiar with the Camden Way and know HOW I am expected to work, for example how I work with colleagues and take the initiative to find better ways of doing things.

I have some particular projects and pieces of work that I am responsible for. I know when I need to complete them by. These are my priorities for the coming months.

Understanding and reviewing and priorities

Everyone's role is different so it's important to understand and regularly review what you're working on and whether it is still contributing to service outcomes for customers. Having clear sight of team priorities is highly recommended because they will help provide a shared understanding between you and your manager, about how your contribution will lead to the overall success of the team.

It's also important to understand what will make it a good piece of work or how you will know that you've carried out a particular aspect of your role well and to the satisfaction of your customers. You can use The Camden Way Guide ([LINK](#)) to help identify areas of personal development.

Hints and tips:

- › Conversations should be about the whole role – not just a list of tasks or agreed priorities.
- › Specific priorities, if relevant to your role, should be talked through with your manager, so that there is a shared understanding about what needs to be achieved and how it will be evaluated
- › Consider what is available to inform standards of work and set appropriate goals, e.g. The Camden Plan and service plans
- › Relevant data should help us evaluate how we're doing. Discussions should refer to service performance data where it is available.

- › Any priorities should be reviewed regularly. If a priority is no longer relevant, has evolved or the way to evaluate success has changed, it should be discussed and amended accordingly.
- › Coaching and support are really important to support employees to achieve their role expectations
- › Their priorities so that team members understand how their goals interlink and where there may be opportunities for working together to achieve things.

Section 5: Feedback

I know what 'success' looks like in my role and for my priorities and I regularly check if I'm on track by ensuring I am working in the Camden Way and gathering feedback on the quality of my work.

I know that feedback is for my own benefit, for my personal learning and development. So I don't mind asking for it, even when I know it may not be glowing praise. In fact, I know I'll benefit more from knowing about things I could do differently for better outcomes.

I regularly give feedback to my colleagues. I let them know when I think something they've done is really good. But I also feel able to give feedback that lets them know when they could have done something differently for a better outcome. My manager encourages me to do this with them too.

Feedback

We want to be an organisation that welcomes feedback and where all colleagues have honest conversations with each other aimed at improving individual performance and service outcomes.

At the same time as understating your role, duties and any additional priorities, you should have a conversation about what success looks like for you. Where might you go to ask for feedback? What parts of the Camden Way will be particularly relevant to the piece of work and how might you know that you are demonstrating them?

Understanding how others perceive our work, in terms of WHAT we're doing and HOW we're doing it, from a range of different people, including our line managers, will help us to understand our strengths and areas of further development.

Hints and tips:

- › Know what information or measures of success will help you to understand how well you are doing your role and what impact it has on service outcomes.
- › Feedback can come in many different forms– thank you messages, customer (or client, stakeholder or colleague) feedback, reaching targets, survey results,

complaints etc. Try to use a mixture.

- › Give feedback as often as you can and be honest and open. Be part of making feedback feel like a normal part of working together.
- › Aim to gather feedback or other types of information at regular intervals, or after a key event, project or piece of work, so it is more helpful for your own learning.
- › Take responsibility for your own performance. Gathering feedback and information to learn and improve from is a shared responsibility between you and your line manager.

Section 6: My development – achieving potential at Camden

I'm always learning 'on-the-job'. I learn through day to day tasks, taking on new challenges and having exposure to new experiences. I try new things that push me out of my comfort zone until I feel confident doing them.

I learn from others. I get feedback from people I work with and act on it. I attend events or networks when I can and find out what others are doing that I can learn from. I take time to shadow others or ask colleagues how they do things I'm not sure about. I seek out opportunities for coaching and mentoring.

I make sure that I take time to keep my knowledge and skills up to date in more structured ways. This includes articles, podcasts and videos such as TED Talks. I take e-learning modules and attend seminars or conferences. I book myself onto courses and workshops when they are relevant and may enrol in qualifications or other professional development.

My development

We want everyone working for Camden to be able to achieve their full potential and deliver better services for our residents. The first step is to understand where you are and what your specific development needs might be. A good way to identify these is by talking with others, understanding the needs of your service and your own personal goals. Then you need to plan how to meet your development needs and personal learning style. We learn in lots of different ways – not just on courses or workshops.

Hints and tips:

- › Development is an on-going, year round activity that is owned and led by you
- › Development will help you to do your job better but also to progress your career
- › Understanding your development needs to help reach your potential might first begin with a conversation with your line manager
- › Actively seek feedback from those you work with (not just your team) on what you do well and how you can improve your performance

- › People develop best when they are learning from each interaction or activity, trying out different approaches and challenging themselves to do things differently or better.
- › Learning and development is most effective when there is a mix of structured and non-structured activities.
- › There is some mandatory learning that needs to be completed to make sure we keep our knowledge up to date.

Section 7: Performing well vs not performing well

My Performance is based upon a simple and continuous approach to performance development. We think someone is performing well when they are working in the Camden Way to carry out their day to day expectations, achieve priorities and contribute to team or service outcomes. Managers will continually let staff know how they are doing. Where a level of performance has been reached that a line manager thinks is likely to be sustained, they will input 'performing well' onto our HR system. At the point of pay in April, a salary increase will be made automatically based on the existing status. They will continue to receive increases annually until they reach the top of their grade. Increase percentages are reviewed annually.

Someone will be defined as performing well if, for example:

- › The person meets and/or exceeds the expectations of their role; and
- › The person consistently performs in The Camden Way; and
- › The person achieves their priorities (specific pieces of work or projects); and
- › The person actively acts upon feedback to improve their own or their service performance

Staff on previous terms and conditions: if someone is performing well, they will receive an increment payment (and will continue to receive increments annually until they reach the top of their grade).

Someone will be defined as not performing well if, for example

- › The person does not achieve priorities, or key elements of their role and/or does not deliver them to the required standard; or
- › The person does not consistently demonstrate working in The Camden Way, at the level required for their role; or
- › The person demonstrates some of the negative indicators of The Camden Way; or
- › The person does not actively engage in all aspects of their role (e.g. is disinterested or passive in carrying out their duties).

If someone is not performing well at 31 March, they will not receive a salary increase (Camden contracts) or will have their increment withheld (previous terms and conditions). However, they will have the opportunity to earn a delayed pay increase at the point that they improve their performance sufficiently to give the manager confidence that the status of 'performing well' can be sustained. This will be paid from the beginning of the following month.

Section 8: When 'Not Performing Well' becomes Underperformance

We expect all staff to be 'performing well', but sometimes that doesn't happen. Someone could be informed that they are Not Performing Well at any point throughout the year. This could be due to any of the following: completion of tasks, activities and projects, the way they work and behave and/or whether they are achieving their priorities. They might still be performing well in some areas, or they might only be performing slightly below the standards we expect, but we need to see people performing well consistently across all aspects of the role.

We want people to have the opportunity to improve and to be performing well, so we will raise any issues promptly and make sure that we have an honest and open conversation about expectations; we will make sure that people are really clear what is expected of them from their role generally and that feedback is timely.

We should capture agreed actions in writing so that everyone is clear about what is expected. We expect a return to performing well no later than three months. This is the first stage in our approach to managing performance issues.

Underperformance

Where performance does not improve swiftly, or is not sustained, then this is considered underperformance and we will more formally notify you of our concerns. We do this because it is important to be clear that the consequence of underperformance can be the Council ending someone's employment on capability grounds and once we have had to notify you formally of our concerns, this will be the next step.

We will expect rapid recovery and this will be set out in a formal Performance Improvement Plan. The nature of the performance issues will inform the appropriate timescales. For example sometimes there are issues such as lack of required expertise or knowledge, missed deadlines, carelessness, lack of attention to detail or poor attitude, all of which can impact on someone's effectiveness in their role. With issues like these, we would expect to see improvements over a short period of time. There may be occasions, however, where seeing improvements may take longer such as the successful delivery of a longer-term project.

Regular discussions will continue taking place within that timeframe along with any appropriate development and support. Your performance relates to your entire role, not just the achievement of specific objectives during the period and needs to be sustained. Performance levels that fluctuate repeatedly are of concern to us.

Section 9: How we recognise and reward contributions

Our existing reward scheme enables us to give monetary rewards on a percentage basis according to a rating scale. For example, those who receive an annual performance rating of 4 receive a one-off payment in addition to an annual base pay increase based on an appraisal of their performance over the whole of the preceding year. Since introducing the approach, we have listened to feedback about the scheme. We found that ratings

are not always seen to be motivating or sufficiently valued; however, the time spent fulfilling this annual process including moderation is significant. Therefore, as a development to our approach, we are removing the rating scale. However, we know that people don't want to lose the ability to earn additional financial reward and therefore, we will continue to reward outstanding contribution but will be altering when rewards are given, rewarding people

financially as close to their contribution as possible, rather than waiting for year-end. The revised matrix allows us to reward individuals who have achieved something outstanding, gone the extra mile, demonstrated the Camden Way, or shown particular dedication that has had a noticeable outcome. This will initially be done via quarterly windows for awards which will be supported and informed by regular monitoring and reporting.

My Recognition

Recognising our colleagues for a job well done should be part of how we work and we want to get better at recognition and praise more generally. It should be peer to peer, staff to manager as well as manager to staff member. We do not need to wait for formal points in the year. We should give someone recognition at the point that they have done something that deserves praise by giving

them feedback and saying well done or thank you. Technology can make this culture of recognition easier. For example, we can publicly praise people on Yammer. We can also send a colleague a simple email. We will celebrate success openly, allowing colleagues to hear about work that has been recognised. We also have a recognition scheme to support this approach.

£40:

A colleague (or a team) has gone the extra mile or shown particular dedication that warrants recognition. Their contribution towards a task/project has been excellent.

How we recognise and reward contributions: My recognition

My Reward

1%: 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.

2%: 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.

Reward decisions are made by directors with their management teams, who will have the opportunity to discuss examples of contributions that would meet the criteria. These discussions will ensure consistency and fairness and develop standards that are relevant for each service. This helps us to take role type and level into consideration. The way we work with colleagues and residents means that sometimes our managers don't see for themselves the contribution their team-members are making and we therefore also

encourage colleagues to bring things to the manager's attention where that happens. Not all suggestions will necessarily result in an award.

This scheme applies to all staff on the Camden contract where pay is connected to contribution. For 2015/16 the value of these awards is set at 1% or 2% of current pay. Awards are capped at 2% in a rolling year period.

Section 10: Approach to pay

