

Appendix 1

My Conversation Map

Staffing and Remuneration Committee
6 December 2016

Context

2014

4 level rating scale introduced with appraisals

- 27% response rate
- 10% receive “exceed expectation” rating
- 0% receive “consistently below expectation” rating

2015

Apr - “My Conversation” new employee appraisal system introduced

Sep - launch of new values and brand

Dec - My Conversation Map pilot

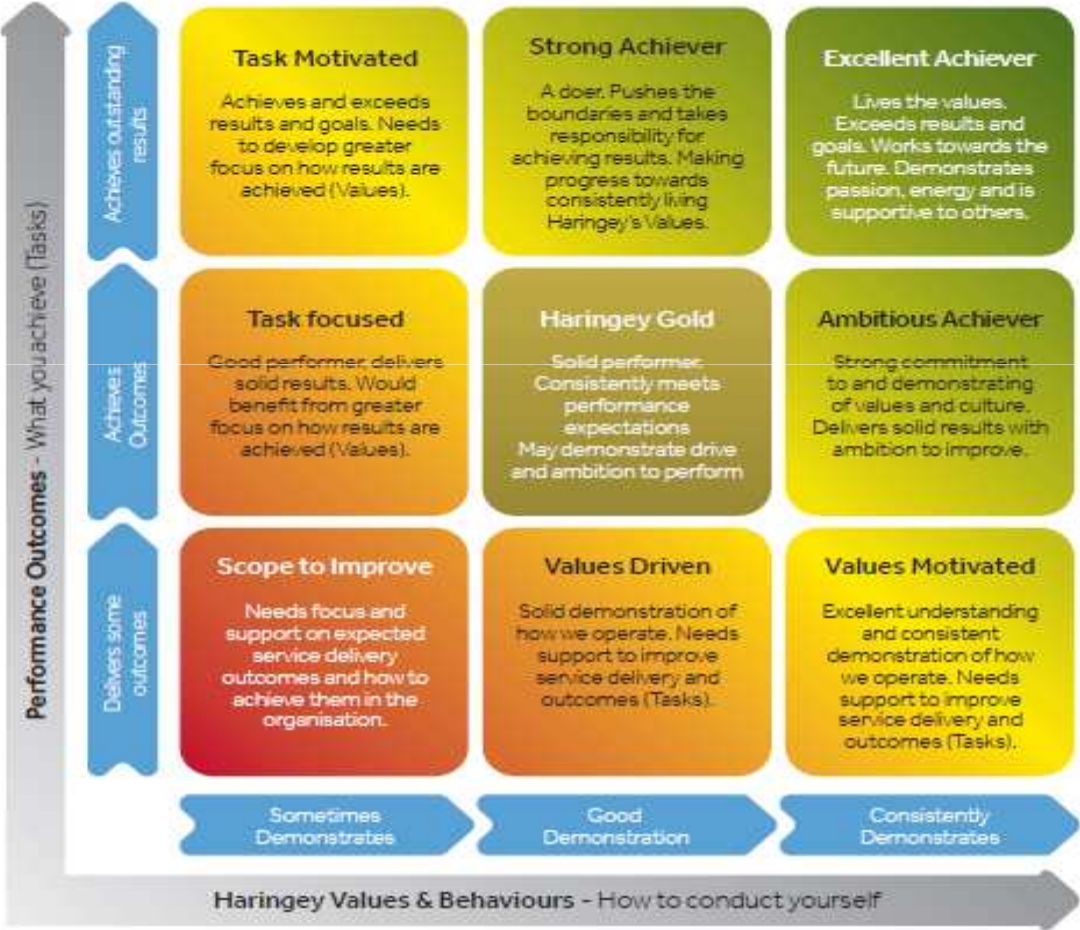


2016

My Conversation Map launched across Council

- 800 staff attend workshops
- 79% response rate
- 4% receive “excellent achievers” position
- 6% receive “scope to improve” position

My Conversation Map



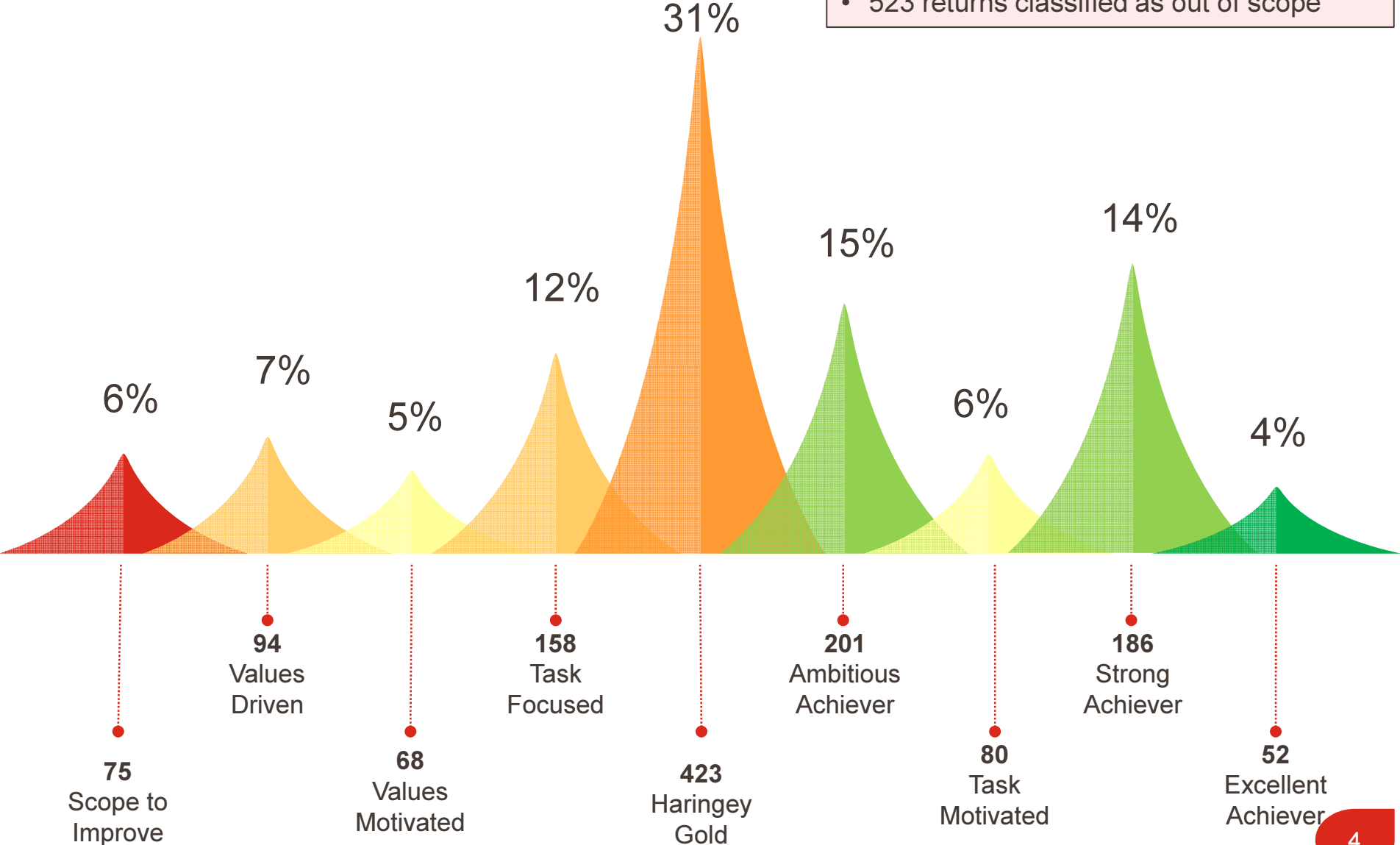
Managers were asked to place their staff on map by end of June 2016.

Data collected during summer months.

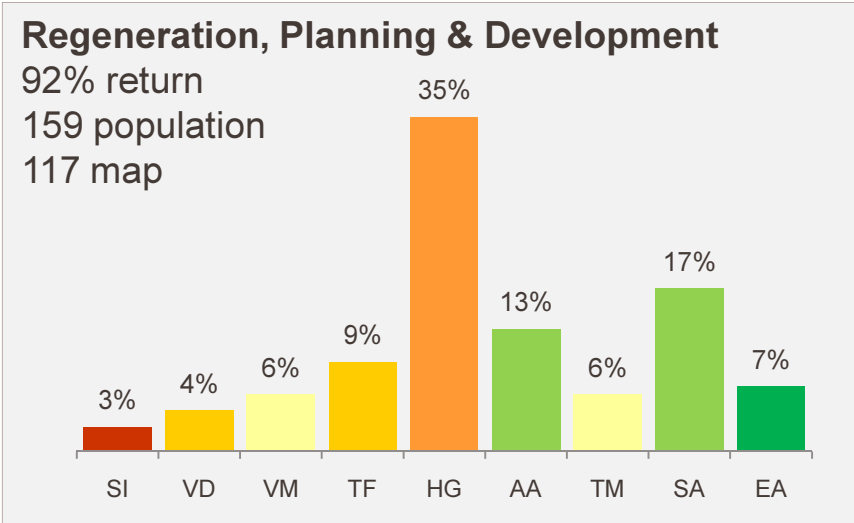
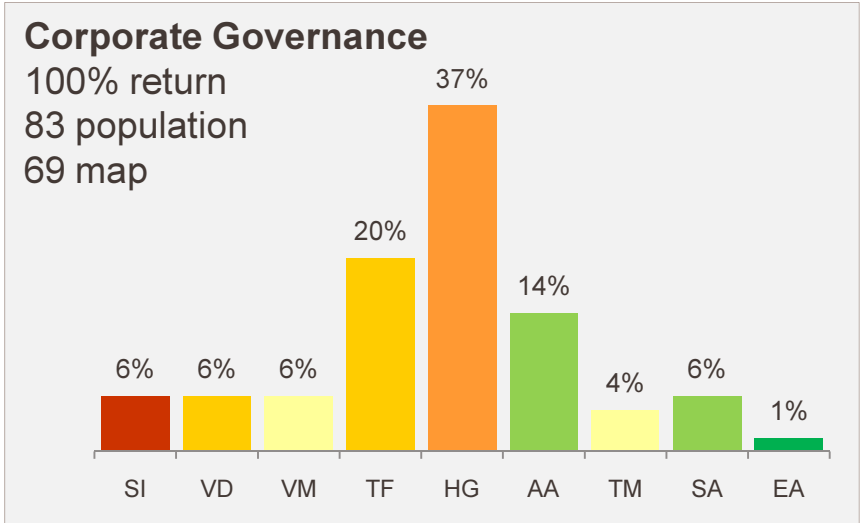
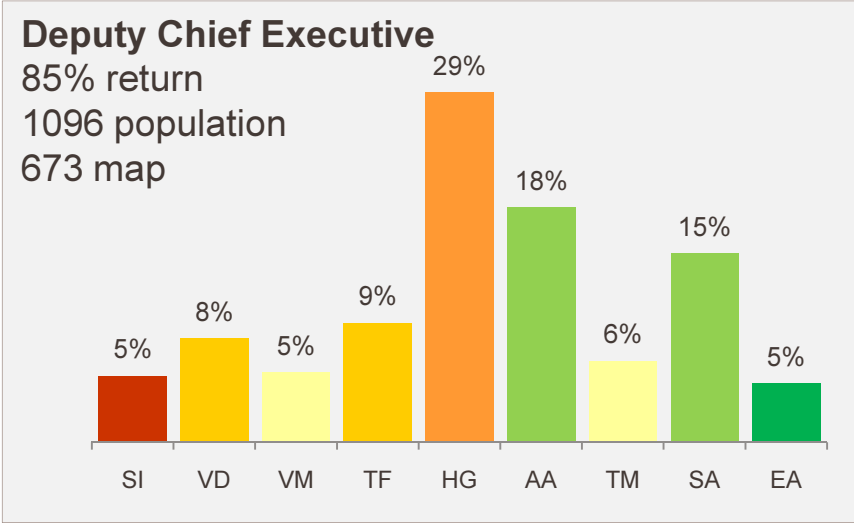
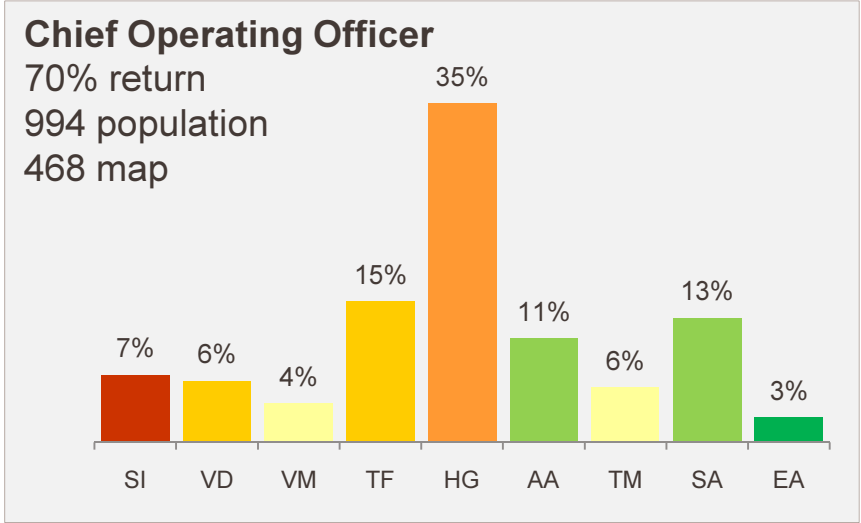
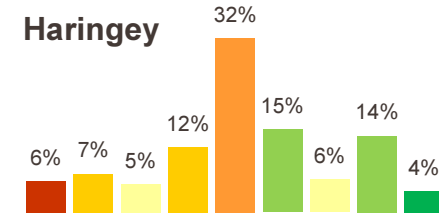
Overall results

Data

- 79% response rate (return)
- 2347 population (excl snr manager)
- 1860 returns received
- 523 returns classified as out of scope



Results by area



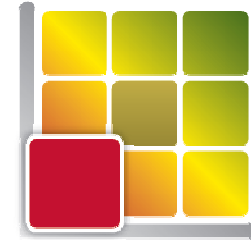
Scope to Improve

- 6% of organisation
- 75 people
- Adults & COO mostly
- Significantly junior grades

Context

- No moderation
- Organisation is more confident identifying poor performance compared to 2014
- Supported by policy

Needs focus and support on expected service delivery outcomes and how to achieve them in the organisation.



Demographic	SI	Staff	Total
Scale 1-5	46%	32	28%
PO4-PO8	13%	10	25%
BAME	64%	48	50%
White	14%	11	27%
Disability	17%	13	9%

Table calculations:

- **SI** = % of 75 staff that are scope to improve
- **Staff** = number of staff positioned as "scope to improve"
- **Total** = based on total 2347 staff population

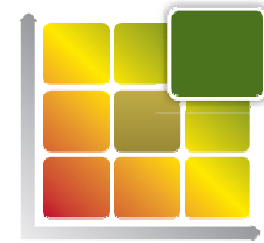
Excellent Achiever

- 4% of organisation
- 52 people (42 female)
- 31 from DCE (Adults and Children's mostly)

Context

- No moderation
- Less opportunity for junior staff to demonstrate
- Potentially inform our talent group
 - 11 in grade bands PO7-8
 - 15 in grade bands PO4-6

Lives the values.
Exceeds results and goals. Works towards the future.
Demonstrates passion, energy and is supportive to others.



Demographic	EA	Staff	Total
Scale 1-5	11%	6	28%
PO4-6	29%	15	17%
BAME	38%	20	50%
White	38%	20	27%
Female	81%	42	64%

Table calculations:

- **EA** = % of 52 staff that are "excellent achiever"
- **Staff** = number of staff positioned as "excellent achiever"
- **Total** = based on total 2347 staff population

Ambitious & Strong Achievers

- 29% of organisation
- 387 people
- 30% (117) are PO1-3 grade
- 27% from PO4-6 grade
- 67% are aged 35-55

A doer. Pushes the boundaries and takes responsibility for achieving results. Making progress towards consistently living Haringey's values.

Strong commitment to and demonstrating of values and culture. Delivers solid results. Has ambition to improve.



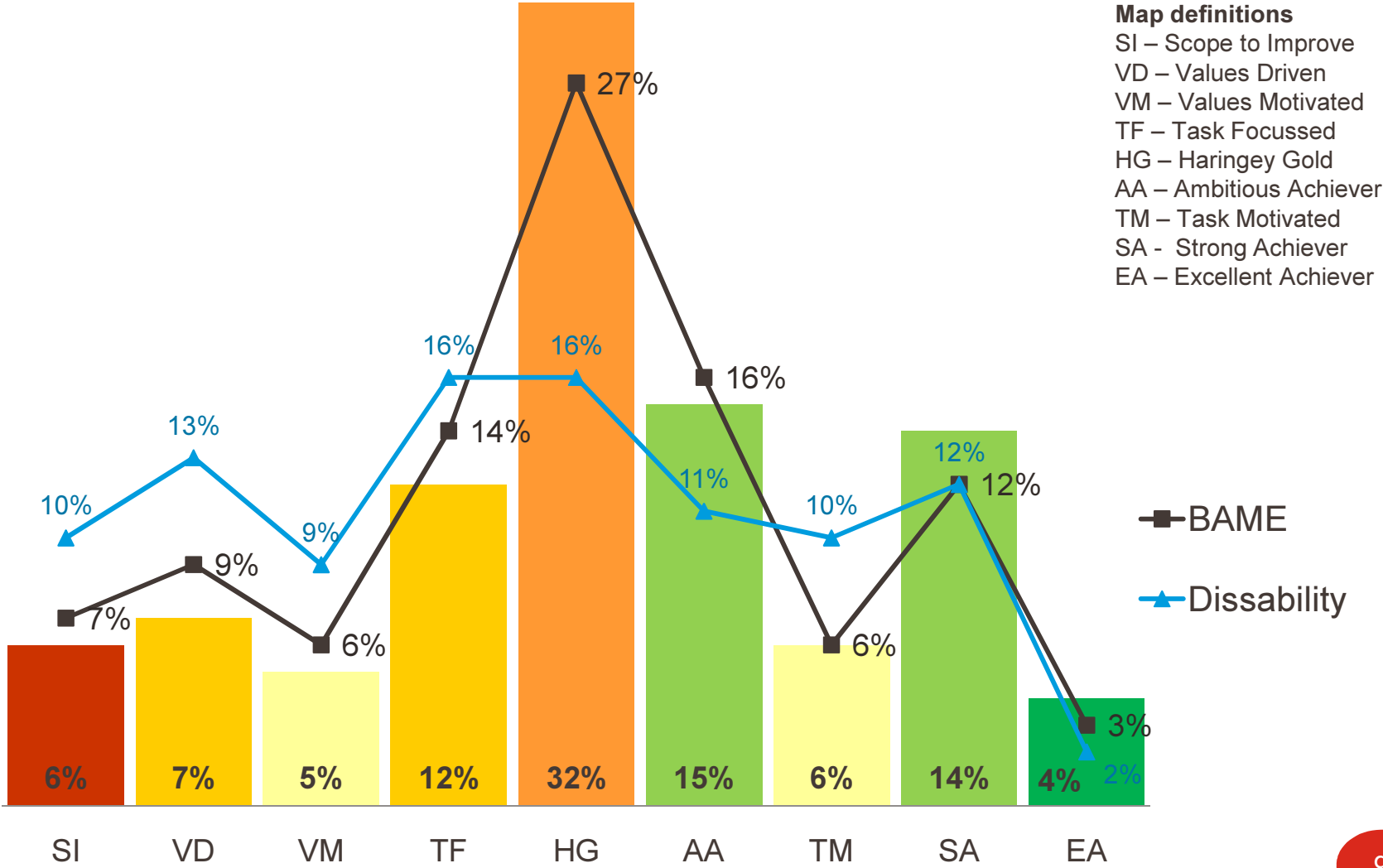
- Moderation may adjust these results

Demographic	AA+SA	Staff	Council
DCE	58%	224	47%
BAME	52%	203	50.5%
White	27%	104	27%
Female	72%	280	64%

Table calculations:

- AA+SA** = % of 387 staff that are Ambitious or Strong Achievers (AA / SA)
- Staff** = number of staff positioned as AA/SA
- Total** = based on total 2347 staff population

Breakdown by BAME and disability compared to overall Haringey



Planned next steps

1. Share presentation with key groups:

Senior Leadership Team, Corporate Management Group, Trade Unions, HR, Equalities & Inclusion Steering Group, Staffing and Remuneration Committee

2. Review findings and plan for next phase:

- Review and refine existing practices
- Offer training and support to staff and managers
- Support local workforce planning
- Plan for next collection March 2017 (with moderation)
- Align with other corporate initiatives (eg. council scorecard, equalities plan)