

By: Director of Personnel and Development
To: Personnel Committee
Date: 27th January 2010
Subject: Performance Management of Senior Managers

Classification: **Unrestricted**

SUMMARY: This paper outlines the appraisal process for the senior managers in Kent County Council.

1. **BACKGROUND**

A presentation on the assessment process for senior managers in the Authority was given to Personnel Committee in September 2009. It confirmed that senior level officers should be appraised following the same principles as all other staff.

2. **CURRENT APPRAISAL PROCESS**

Performance targets are agreed with County Officers at the beginning of the appraisal year. At the same time, personal development plans are reviewed and revised as required. Informal performance discussions should occur throughout the appraisal year, with a formal review at six and twelve months. At the end of the appraisal year, stakeholders, including relevant members, are consulted on performance against the objectives and development plan.

3. **OBJECTIVE SETTING**

The objectives set are determined by the requirements for the delivery and enhancement of services and are closely linked to the business plan and organisational strategies. At the present time, most of the objectives set are specific to the manager's area of responsibility, with some others being cross cutting.

4. **APPRAISAL REVIEWS**

Appraisal reviews are undertaken by the line manager and involves informal consultation with portfolio holders. For Chief Officers, there is formal consultation with the leaders of political groups and Cabinet members. The comments received are taken into consideration by the Chief Executive as part of the appraisal discussion. Decisions on any performance payments are made by the Chief Executive and Leader.

5. **NEW POSTHOLDERS**

Newly appointed postholders at senior level should be set short and medium term objectives on appointment. Performance will be formally reviewed after six months.

6. **RECOMMENDATION**

Personnel Committee is asked to note the contents of this report.

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