

PPMA Joint Southern & South East Region and
London Region Meeting

Performance Management & Reward

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Reward Manager



CONTEXT



- Demographics
 - Kent - 1.4 million residents
 - KCC – c38,000 employees
- High proportion of female staff (~80%)
- Many part-time staff
- Large number in lower grades
- Over 850 locations
- Established pay/grading processes

THE 'END' POINT

- Performance management delivered robustly
- Reward and recognition linked to personal delivery
- Managed costs
- Total reward approach
- Understood and valued employment package

PERFORMANCE MANAGEMENT

IS....

What managers do to help drive and focus employees on outcomes that produce positive results for the organisation.

PAY MANAGEMENT

- Modern, fit for purpose and flexible approach
- Reward personal contribution fairly and equitably
- Differentiate between levels of individual contribution
- Distribute what we have more equitably
- Embed equalities and diversity

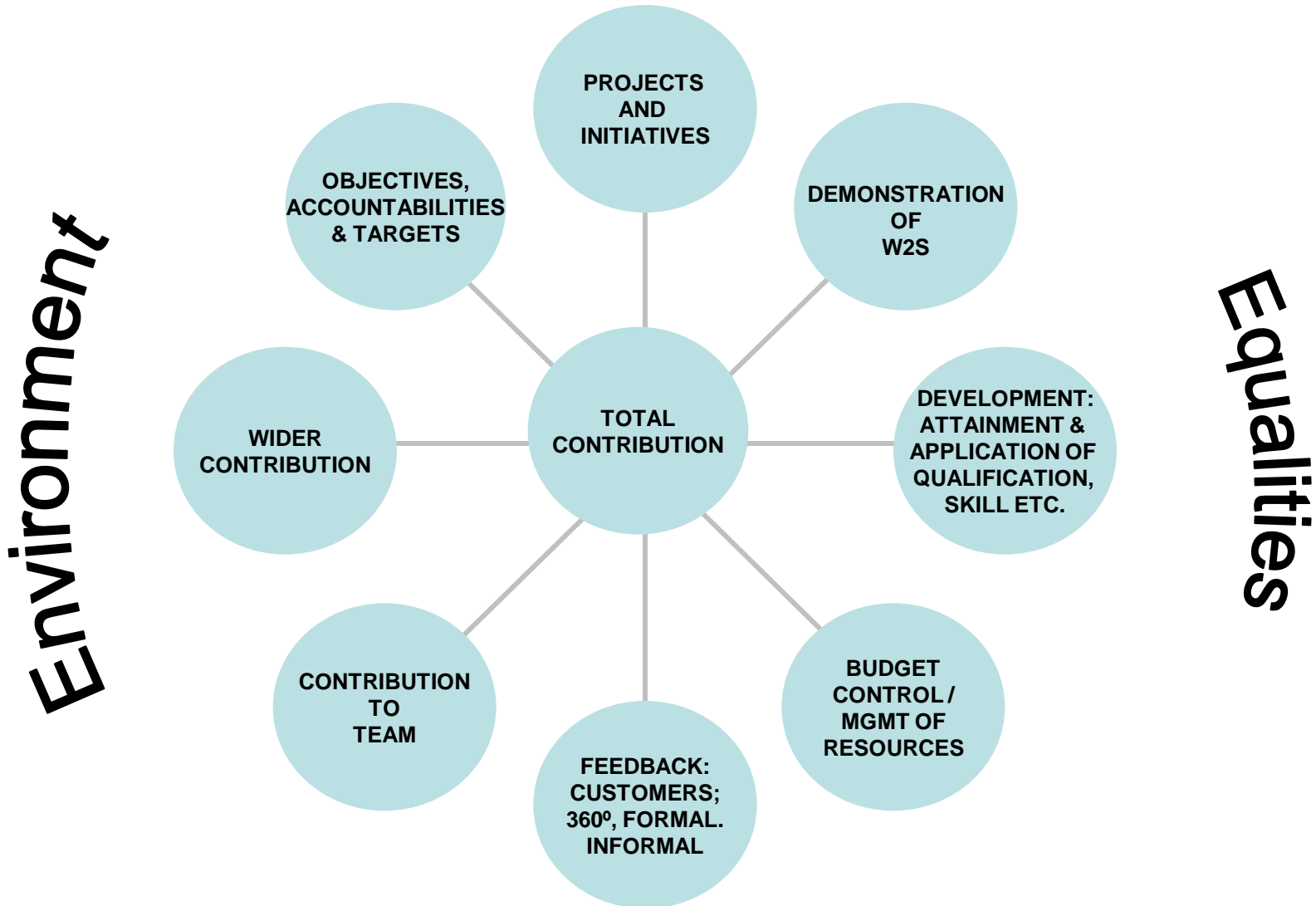
KEY CHANGES

- Removal of increments for Kent Scheme and replaced with percentage award based on assessment rating
- Change of appraisal outcomes from 5 to 4 levels
- Expected % distribution high to low – 5 / 35 / 55 / 5
- Enhanced integration of behavioural competencies
- Award for those at top of grade (~1/3 of staff) becomes consistent with others
- One annual increase – performance & cost of living

MANAGER'S CHALLENGE

- Delivery of effective, consistent and robust performance management – **all year round**
- Deliver to the required standards of equity, fairness and consistency
- Determine one overall performance rating taking into account all aspects (total contribution)
- No surprises about performance at the end of the year
- Be able to justify decisions

POSSIBLE WAYS OF ESTABLISHING TOTAL CONTRIBUTION



KENT SCHEME 2010

PAY SCALE

£ (Maximum)		£ (Minimum)
69,446	KR 15	61,083
61,082	KR 14	53,957
53,956	KR 13	48,153
48,152	KR 12	41,113
41,112	KR 11	35,725
35,724	KR 10	30,220
30,219	KR 9	26,422
26,421	KR 8	23,054
23,053	KR 7	20,263
20,262	KR 6	18,472
18,471	KR 5	16,794
16,793	KR 4	15,985
15,984	KR 3	14,100
14,099	KR 2	12,903

KR = Kent Range

- Continuous pay structure
- No overlap of grades
- Increments removed
- Progression according to percentage linked to appraisal

KENT SCHEME 2001

GRADE	PAY POINT	£
A	1	7,757
	2	8,224
	3	8,803
	4	9,344
	5	9,861
	6	10,476
	7	11,132
	8	11,822
	9	12,130
	10	12,493
B	11	12,763
	12	13,048
	13	13,371
	14	13,707
	15	13,990
	16	14,528
	17	15,076
	18	15,636
	19	16,054
	20	16,534
C	21	17,080
	22	17,631
	23	18,202
	24	18,817
	25	19,444
	26	20,220
	27	20,898
	28	21,567
	29	22,205
	30	22,869
D	31	23,528
	32	24,021
	33	24,667
	34	25,367
	35	26,122
	36	26,975
	37	27,701
	38	28,434
	39	29,161
	40	29,900
E	41	30,629
	42	31,326
	43	32,095
	44	32,827
	45	33,560
	46	34,279
	47	35,392
	48	36,476
	49	37,421
	50	38,366
F	51	39,306
	52	40,265
	53	41,207
	54	42,151
	55	43,099
	56	44,045
	57	44,995
	58	45,931
	59	46,881
	60	47,826
G	61	48,778
	62	49,719
	63	50,672
	64	51,686
	65	52,721
	66	53,774

- Incrementally based
- Long pay bands
- Large grade overlap
- Time based progression

APPRAISAL RATINGS

Exceptional



Outstanding

Excellent



Above Required
Standard

Good



Achieving Required
Standard

Incomplete



Performance
Improvement
Required

Poor

**Under Performance &
Capability Proceedings**

ALSO IN THE PM TOOL KIT

- Saying 'Thank You'
- Take time to find out what motivates an individual
- Reward & Recognition Policy Cash, Non Cash Award and Quality Service Awards*
- Taking an interest and asking about aspirations and personal development
- Talent Management
- Not 'one size fits all' but equal opportunity to be recognised
- Use tools wisely and proportionately

TOTAL REWARD

GENERAL

- Appraisal
- Pay
- Allowances
- Final Salary Pensions
- Annual leave / Leave
- Personal development
- Secondment opportunities
- Employee focused policies
- Support / Key Interest Groups
- 'Why its good to work here'

SPECIFIC

- KentRewards Discounts Cash-back and vouchers
- Salary Sacrifice Schemes
 - Child Care Vouchers, C2W
- Wellbeing
- Adult Education concession
- Staff Club
- Online, interactive and innovative Total Reward Statements – Reward Viewer

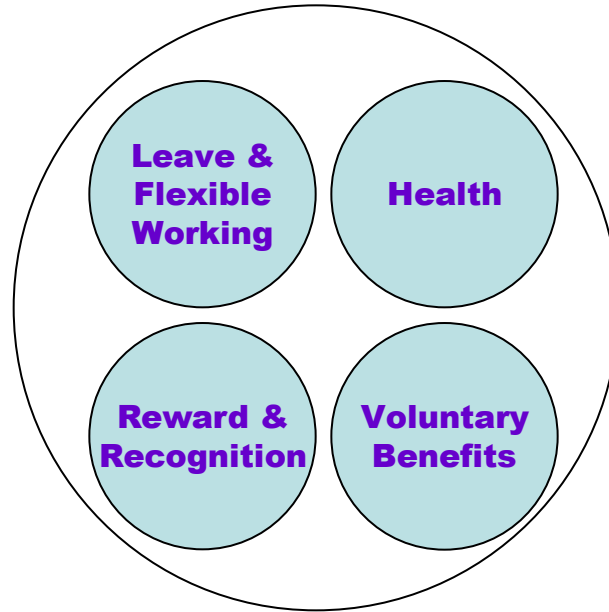
all found on

www.kentrewards.com

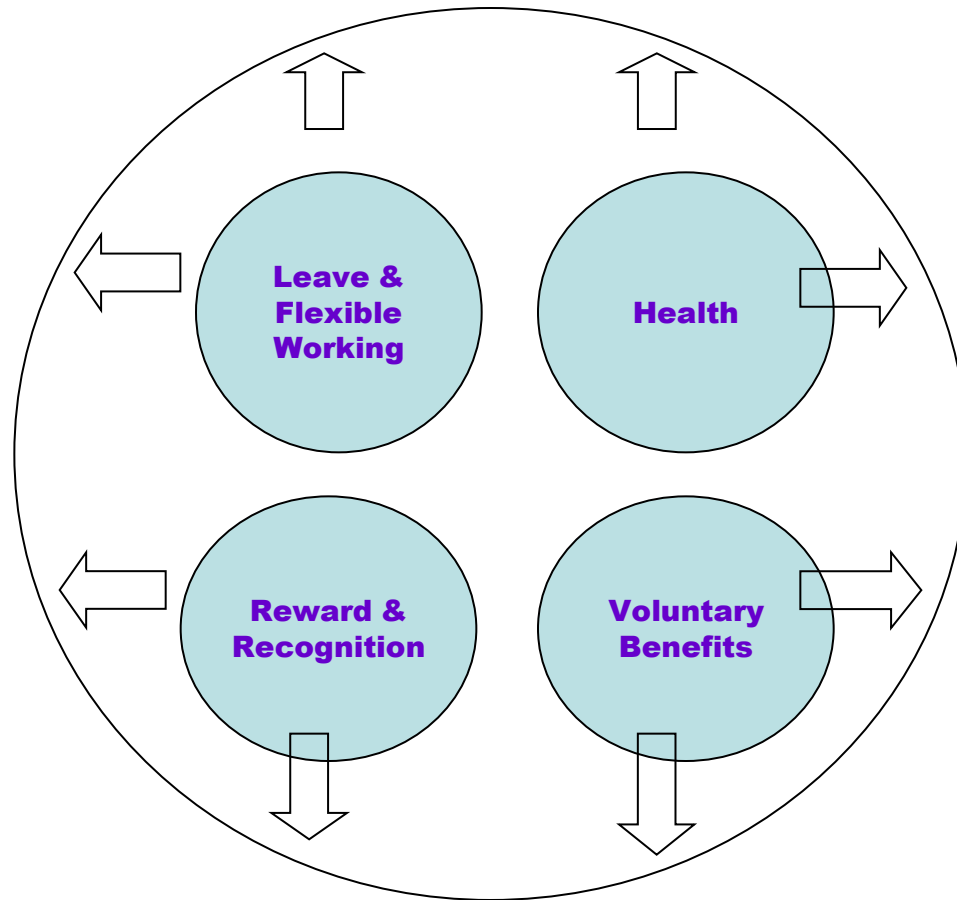
PRINCIPLES

- Broad approach to reward
- Any form of the employment relationship in which the employee can gain - actively or passively
- Inclusive – ‘something for everyone’
- Real value, extensive, easy access
- Flexible yet consistent
- Make the most of what we have got
- Deliver a ‘Total Reward’ approach

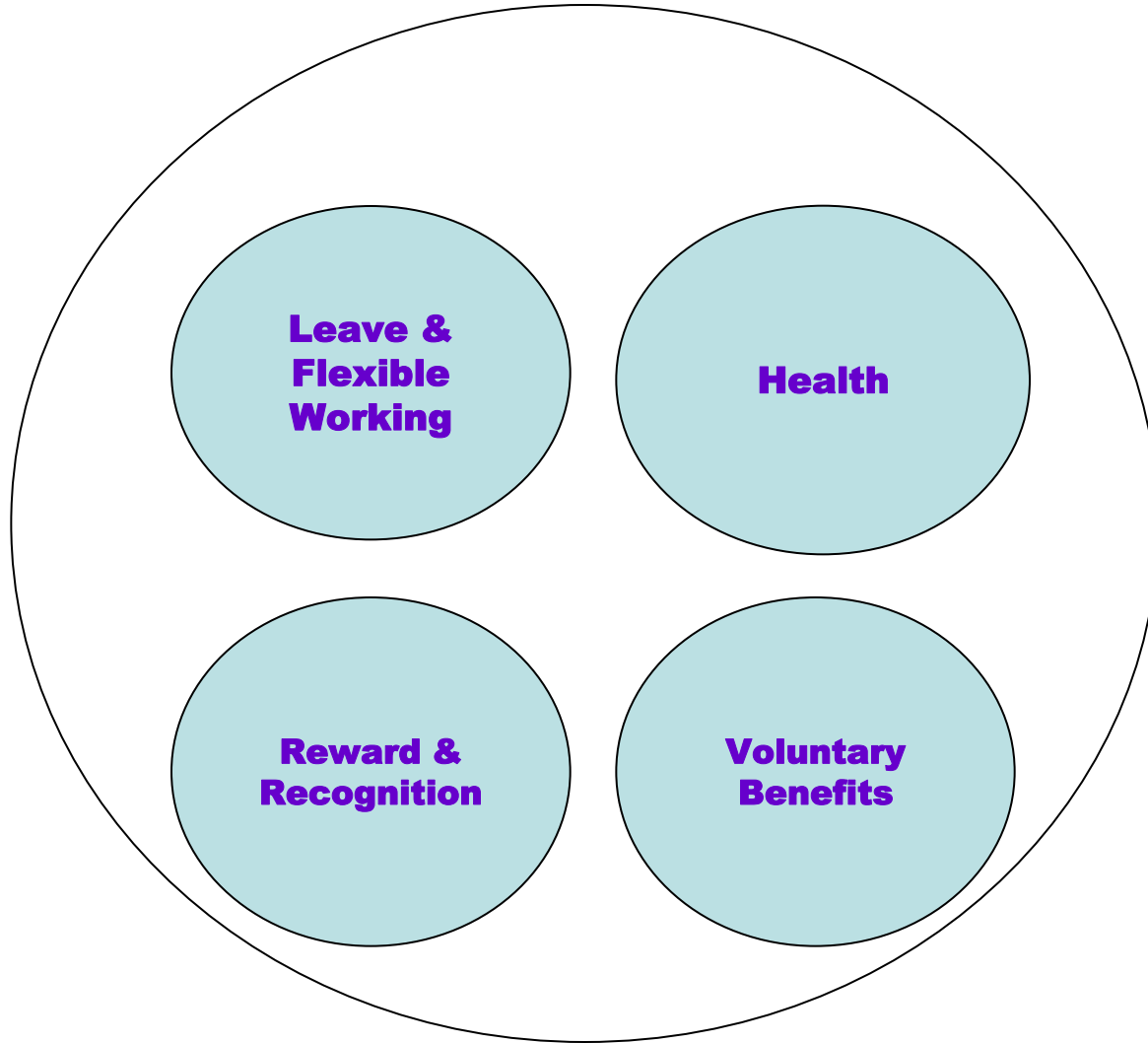
THE SUM OF THE PARTS



THE SUM OF THE PARTS



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TOTAL REWARD STATEMENTS

- Online and interactive approach
- Employees input their own data and no personal data kept
- Not linked to HR system but does reflect discounts & cashback
- Can use as a communication tool linking to benefits, policies and external websites
- Can print off results showing what you get and what you could get - much more than just a pretty pie chart!
- Encourages people to think about value as well as cost
- Management reporting to pick up on perceived value

CONTENT & COVERAGE

- Explanations about employment package
- Pay and Payslips
- Benefits within the employment package
- Savings through KentRewards.com
- Printable summary showing personal value
- Feedback on package for KCC

THE GOLDEN THREAD

Unaware of benefits

- increased awareness
- improved understanding generally
- understanding the specific relevance
- utilising specific benefits
- greater personal engagement
- more discretionary effort
- improved service delivery

DEMONSTRATION

The screenshot shows a web browser window with the address bar displaying <https://kcc.rewardgateway.co.uk/rewardviewer>. The page has a purple header with navigation links: Accessibility, Bookmark, Help & Support, Privacy, and Terms & Conditions. The main content area features the KentRewards logo (powered by rewardgateway) and the Kent County Council logo. Below the logos is a progress bar for the 'Reward Viewer' section, with 'Introduction' selected. The main text reads: 'Welcome to Reward Viewer from KentRewards' followed by 'Find out how much your employment package with KCC is really worth.. and how you can make it even better.' A 'Note' box contains the text: 'You need to complete the Reward Viewer in one sitting. You cannot save your answers and return to them later, but you can start again at any time. You will need about 15 minutes.' A 'Next >' button is located at the bottom right of the main content area. At the bottom of the page, there is a small disclaimer: 'Operated for Kent County Council by Asperity Employee Benefits Ltd. Registered in England and Wales (No. 05696250) at 90 Westbourne Grove, London, W2 5RT. Registered under the Data Protection Act (No. Z964960X). Helpdesk: 0845 259 1171 (PIN 70) (Mon - Fri, 8am to 8pm & Sat - Sun 10am to 4pm excluding Bank Holidays)'. A footer at the very bottom reads 'Go to #screen=WhatsRewardViewer on this page'.

VIDEO

Reward Viewer

TR - KEY POINTS

- Don't need to spend lots of money on a sophisticated and potentially less flexible system
- Don't do things for purely altruistic reasons – make it an employee / employer win - win
- Do make sure there is something for everyone – maximise access to things of value but are not necessarily costly for the organisation
- Do offer relevance, choice and value
- Do consider a targeted communications / engagement approach

Sell the sizzle, not the steak!

QUESTIONS...?

