



# Total Contribution

guidebook



making KCC a great place to work...



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## Total Contribution Pay

The KCC approach to Total Contribution Pay and performance management allows flexibility for recognising and rewarding individual contribution. This guide explains the process.

This approach allows us to recognise everyone's contribution, irrespective of grade position and is designed to improve the fairness and consistency in rewarding performance. Everyone with the same assessment rating will be rewarded with the same percentage increase, even if they have reached the maximum of their grade.

Great performers can be found in any job at any level in the organisation and our pay structure allows line managers to recognise and reward this.

Performance has to reflect the needs of the organisation and the development aspirations of individuals, wherever they are in their career. The performance management and TCP processes provide the opportunity for a structured dialogue about work between line managers and team members and the opportunity to recognise the level at which individuals work.

This guide should be read recognising the requirements of the values, Kent competencies and behaviours along with the Kent Manager framework.

The values are:-

Value	Explanation	Kent competencies and behaviours
<b>Open</b>	Acting with integrity, honesty and transparency, willing to learn and treating people fairly and with respect	Truth & Judgement, Character & Courage, Conversation & Compassion
<b>Invite contribution and challenge</b>	Working collaboratively to find new solutions that put the interests and wellbeing of Kent people 1 <sup>st</sup> , putting the citizen in control	Empowerment & Enterprise, People & Partnership
<b>Accountable</b>	Taking personal and professional responsibility for our actions, performance and money	Radicalism & Urgency, Tools & Professionalism, Outcomes & Delivery

### What is the **Total Contribution** assessment?

Total contribution is the process KCC uses to measure individual performance throughout each year. A total contribution assessment takes into account all the elements of an individual's performance during a work year: their day to day behaviours, the quality and impact of their output, the level at which they work and the degree to which they are developing their skills and aptitudes in their job.

Total contribution focuses on the individual, their KCC career and the way they are managed. It requires an on-going, open dialogue between the individual and their line manager throughout the year, not just at the end of an appraisal cycle.

### The Benefits

- Through regular two-way discussions, people are clear about what is expected of them and how well they are doing on all fronts
- Managers can assess what support is needed to help an individual perform better
- There are opportunities to identify what can be improved to take into account individual needs and circumstances
- Faster progression through pay bands is possible when individuals demonstrate a higher level of contribution
- All of the contributions an individual makes are taken into account, not just things directly associated with their work.

## How **Total** Contribution Works in Practice

This guidance provides a general structure for the assessment of Total Contribution that can be applied to any line management/supervisory setting.

The underlying principle of the Total Contribution approach is that performance is about what people do and how they do it, not about the number of hours they work or the kind of job they have. All jobs are valued equally in KCC and what distinguishes people is how they operate within them.

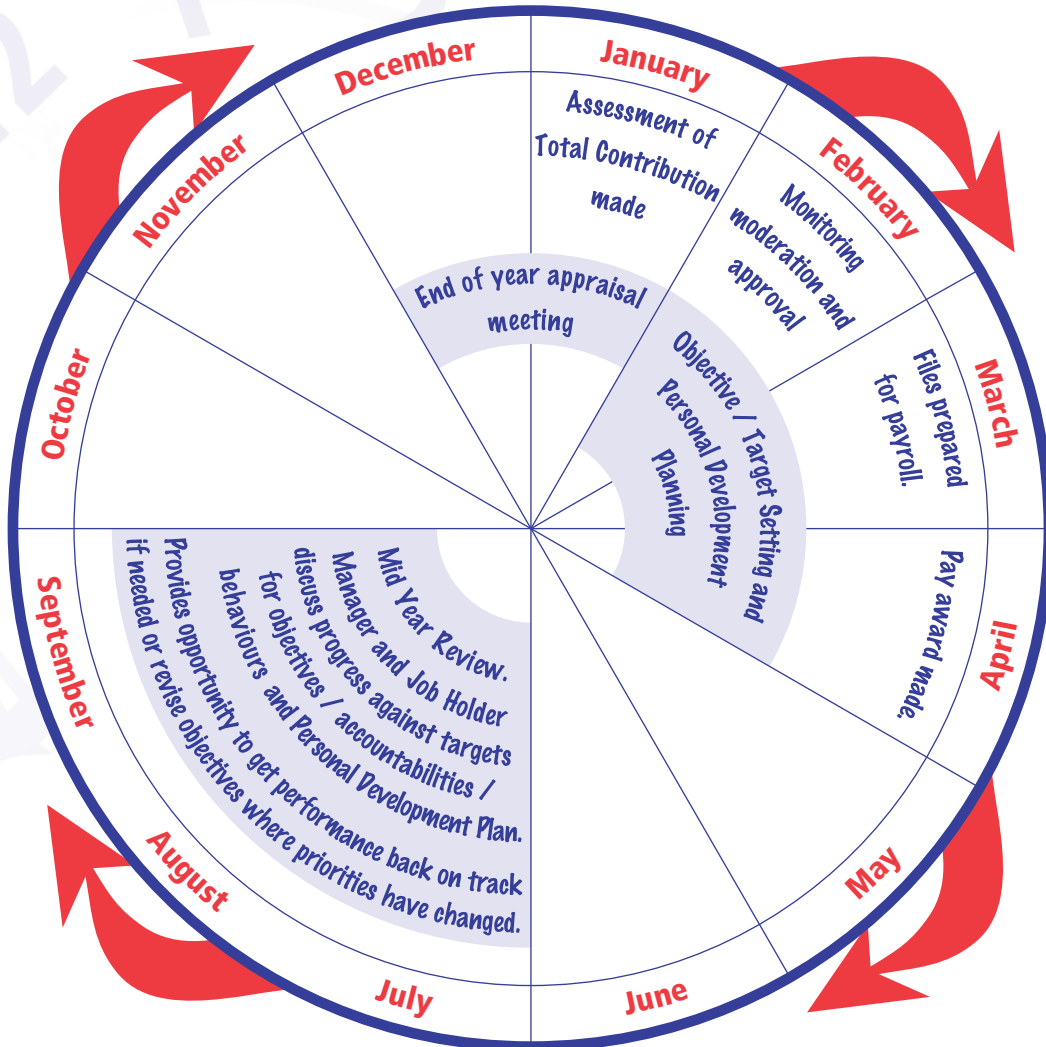
The following four elements make up Total Contribution and need to be considered when assessing individual performance. The type of job and circumstances will determine which of the elements are relevant in an assessment and the line manager and individual need to agree which are the most relevant.

When setting expectations and then reviewing delivery, a holistic approach should be taken to agreeing what is to be done, how it is to be done and what the associated development needs are.

### The Four Key Elements of **Total** Contribution

Assessment Category	Elements
<b>Objectives and Accountabilities</b>	<ul style="list-style-type: none"> <li>• Delivery to Action Plan</li> <li>• Effectiveness in job role on a day to day basis</li> <li>• Targets</li> <li>• Quality Standards</li> <li>• Budgetary Control</li> <li>• Customer Feedback</li> <li>• Peer group/360 degree feedback</li> </ul>
<b>Values, Kent competencies and behaviours</b>	<ul style="list-style-type: none"> <li>• Continuously improving in terms of how the job is done</li> <li>• Demonstrating enhance delivery through behaviour</li> <li>• Living the values and demonstrating Kent competencies and behaviours</li> </ul>
<b>Wider Contribution</b>	<ul style="list-style-type: none"> <li>• Contribution to team</li> <li>• Project work outside the normal job</li> <li>• Participation in KCC work activities not directly related to job role</li> </ul>
<b>Personal Development</b>	<ul style="list-style-type: none"> <li>• Achievement of Development Plan</li> <li>• Application of Development</li> <li>• Attainment and use of required skills</li> <li>• Qualifications attained</li> </ul>

**The appraisal year**



**Appraisal Cycle Notes:**

- Appraisal meetings are end of year discussion during which the manager and individual review the previous year’s performance. They take place before the Total Contribution assessment and inform the manager’s decision about the performance rating.
- They need to be planned ahead in good time and take into account any reasonable adjustments
- Personal Development Planning can take place at the same time as Target Setting.
- Total Contribution assessment ratings need to be established early enough to be reflected in April’s pay.

## New starters

New starters need to have completed 6 months service before they get their first Total Contribution Assessment. This means anyone starting between 2 October and 31 March will have their performance pay award deferred until the following year. They should, however, be part of the performance management process and receive target setting and reviews. They will receive any general increase (previously known as cost of living increase) in the April immediately following their start date.

## Secondment arrangements and acting up

If the secondment started before 2 October of the current appraisal year individuals will receive a TCP appraisal rating. This applies to the seconded pay and can be used to calculate what the substantive pay would be.

If the secondment is about to finish and the individual is not at the top of the grade for the substantive post at this time, the previous pay may be increased based on the percentage applied for the appraisal rating in the current TCP cycle. If this takes the salary beyond the top of the grade, the remaining amount will be paid as a lump sum.

If the individual was at the top of their substantive grade, they may receive a lump sum payment based on the pay award applied to the substantive position, minus any appraisal based salary increase already received in the current year.

## Absence

**Sickness** – extended sickness absence interrupts the appraisal cycle but does not prevent individuals from receiving an assessment. On return from sick leave the individual needs to accrue a total of 9 months in work, including any unassessed time before their sick leave, before receiving an assessment. For example, someone who has absence 3 months into the review period needs to be back at work continuously for a further 6 months before an assessment of their performance can be made. The same principle applies if someone has had a number of absences due to sickness over the year – there must be a total of 9 months at work for an assessment to take place. Managers should take Personnel advice relating to extended periods of absence relating to disability as reasonable adjustments may be required.

**Maternity** – anyone on maternity leave cannot be assessed in terms of their performance during the period of absence but requires an assessment on their return, and completion of 9 months aggregated service (including time at work before and after the maternity leave) which may need to be backdated.

## Total Contribution Guidelines for Job Holders

Total Contribution is about seeing the 'whole job' someone delivers. You need to take responsibility for your performance by looking for ways to improve performance, working with your manager to achieve agreed objectives or accountabilities, behaviours, Personal Development and the wider elements of your job. You should have an opportunity to discuss with your manager any reasonable adjustments that may be required to assist your effective performance.

You and your manager need to ensure that your Job Description and / or Job Profile are up to date and relevant. These are important documents for establishing clarity in your role and assessing achievement. Also consider any career grade or competency framework that is relevant to you.

## Action Planning and Setting Expectations

### Before the meeting

- Consider any changes you feel should be made to your job description or job profile including any adjustments to take into account disability or changing circumstances.
- Re-familiarise yourself with your team/Directorate's business plan or work plan.
- Identify which behaviours might be relevant to your work area and how you can develop them.
- Consider areas of your job in which you can strengthen your performance and how you could achieve this (e.g., through training, new experiences or other development activity).
- If you have line management responsibility and your grade is between KR9 - 21, this is part of the Kent Manager framework.

### During the meeting

- Take the opportunity to express your views about what should be included in your targets and what is reasonable in terms of timescales and expectations.
- Consider and agree the behaviours that will support and enhance delivery of the action plan.
- Agree how you can develop or expand your knowledge, skills or abilities and include in a Personal Development Plan.
- When discussing the objective, link this to the required behaviours and personal development – they are not separate and should be considered together (the recommended form helps with this).
- Talent management is all about identifying and encouraging potential. Consider how you could further develop to achieve your full potential. Ask yourself: What do I need to do to reach my potential? How can my manager support me in achieving my full potential? What would I like to do next and how would I like to develop my career?
- Agree any additional behaviours you would like to focus on during the year both in your job and personally.

- Raise any issues that need to be taken into account to ensure you have the right support in place to achieve all the targets you set.

### After the meeting

- Check and adjust your targets throughout the year according to developments at work. Your targets are dynamic and should reflect what you achieve throughout the year so they need to change when changes occur.
- Make sure you get at least one opportunity, mid year, to talk about progress against your targets with your manager. Ideally 1:1 meetings, or supervision sessions will also help you keep a tab on your progress.
- Ensure that the development needs you identified are put in to action.

## Mid year conversation and review

### Before the meeting

- Make notes about what you have achieved so far in the year and where you think targets and objectives might need to be amended.
- Check that any adjustments that were identified have been put in place and making a difference.
- Remember – if you are not offered a review, you should ask for one.

### During the meeting

- Discuss progress and listen to feedback.
- Jointly agree changes to the action plan and note these down.
- Talk about the behaviours being used and whether these need a greater focus to ensure successful delivery.
- Review the development needs and make sure that where these have not taken place, arrangements are planned. Talk about how new skills and knowledge and being applied in your role.

### After the meeting

- Make sure that you have a record of the changes made to your action and development plans.
- Plan to complete all requirements by the end of the year.

## End of year appraisal meeting

### Before the meeting

- Review your action and development plans, taking account of amendments agreed with your manager. Where targets have not been met be clear about the reasons for this.
- Think about where you have developed particular behaviours and used these in the delivery of your role.
- Think about feedback you have had from others and whether there are any examples that might be useful at the meeting.
- Consider where you might have made a wider contribution to KCC.
- If it helps, make notes to bring to the meeting.

## **Total** Contribution

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### **During the meeting**

- Make sure that you have a two-way discussion giving your own views about your contribution over the year.
- Be prepared to receive feedback, including about where performance has not been as expected and further development is required.
- Discuss behaviours and personal development alongside reviewing each outcome that has been delivered. A holistic approach needs to be taken to performance (the recommended form will assist with this).
- Start to think about your delivery in the coming year.
- Raise any requirements you may have that might require adjustments to be made.
- Remember this is a conversation about your delivery and is not about pay.

### **After the meeting**

- Continue to deliver to targets and requirements.

### Total Contribution Guidelines for Managers

The Total Contribution approach encourages managers to recognise performance in the round, to take into account individual effort in terms of job results, work behaviours and development.

Line managers need to know individuals in their teams well and to be confident in assessing and recognising performance at any level and in any job to get the best results. At KCC Total Contribution provides the framework for the on-going conversation that takes place between the manager and team members, with a focus on where things are going well and where changes need to be made to ensure people are working at the standard expected of them.

Managers must take an interest in how their staff are performing, what their aspirations are, what personal development is needed and give them positive feedback when work is going well and make it clear when things are not going so well. It is about providing the appropriate, timely, consistent and equitable support to help everyone do their job to the best of their ability and reach their full potential. This will require managers speaking regularly with their team and observing how they perform their tasks as well as looking at the outcomes.

Feedback on performance should be given when it is observed. However this is not always practical, therefore there should be regular formal meetings where the manager and job holder can discuss progress.

You, in conjunction with the job holder, need to ensure that their Job Description and/or Job Profile are up to date and relevant. These are important documents for establishing clarity in the role and assessing achievement. Also consider any career grade or competency framework that applies and any reasonable adjustments which have been discussed.

As with any aspect of managing performance, if you feel that you are not equipped to deal with any diversity issues, then you should ensure you undertake appropriate training prior to the appraisals / target setting or review meeting applies.

As part of the Action Planning, Development and Appraisal Review process, it is important that managers complete with their staff a **Two Ticks – Positive about Disabled People form** to identify any barriers that affect an individual's ability to do their job or access training / development and whether any additional support or adjustments are necessary throughout the year.

### Action Planning and Setting Expectations

The setting of objectives should be done jointly. Objectives should stretch the individual to improve performance and they will be the measure for the end of year assessment. It is important that both job holders and managers are clear about the expectations set for the year and agree that they are achievable. This is essential for reviewing progress and agreeing the total contribution assessment at the end of the year. Individual diversity issues, skills, knowledge and experience must be the starting point when considering realistic objectives. Don't set someone up to fail or make targets too easy.

# Total Contribution

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## Before the meeting

- Review your team/Directorate's business plan or work plan and think about how these will inform each individual's action plan.
- If appropriate talk to your line manager to ensure that they have the opportunity to input.
- Identify which behaviours might be relevant to ensure the best delivery of the objectives and targets.
- Consider the job holder and their role and ensure that any requirements of them are realistic. For example people who work part time or in some roles may be more limited in the scope of their delivery. It is important that you consider each person's abilities and take account of any limiting circumstances in order that they are treated fairly and equitably.
- Think about opportunities for wider contribution.

## During the meeting

- Be clear about your requirements and agree expectations about delivery such as time scales and specific outcomes.
- Ensure the job holder has an opportunity to make an input and include their views and ideas.
- Agree the behaviours that will support and enhance delivery of the action plan.
- Discuss where development is required and ensure plans are made to follow this up.
- When discussing the objective, link this to the required behaviours and personal development – they are not separate and should be considered together (the recommended form helps with this).
- Talent management is all about identifying and encouraging potential. Consider how the employee could further develop to achieve their full potential. Ask yourself: Does the individual have further potential and if so what does the individual need to do to reach their full potential? What can I do to support them in achieving their potential? Ask the individual what they would like to do next and how they would like to develop their career? Experiential learning is one of the key determinants of success. Could you deploy the individual to a different role (temporary / permanent, part-time / full-time) to support their development? This can be achieved through secondments, job swaps, projects, work shadowing & volunteering. Consider whether the individual would benefit from a coach from KCC's coaching and mentoring programme. Also would the individual benefit from one of the many training courses offered by Learning & Development?
- Agree any additional behaviours.
- Talk about the job holder's aspirations and career development .
- Ask whether the job holder has any specific needs that may require adaptations to be made (see section on Two Ticks on page 11).
- Agree who is going to write up the plan.

### After the meeting

- Ensure that the plan is written up and signed.
- Check and adjust targets throughout the year according to developments at work. Targets are dynamic and should reflect what is happening throughout the year.
- Make sure you get at least one opportunity, mid year, to talk about progress against targets. Ideally 1:1 meetings or supervision session will also help you keep a tab on progress.
- Ensure that the development needs you identified are put in to action.

### Mid year conversation and review

#### Before the meeting

- Agree a date to meet ensuring enough notice for both to prepare.
- Make notes about what has been achieved so far in the year and where targets and objectives might need to be amended. Note any new targets to be added.
- Prepare constructive feedback highlighting successes but also being aware of areas where more progress is needed.
- Check that any adjustments that were identified have been put in place.

#### During the meeting

- Discuss progress and provide feedback.
- Encourage a two way discussion so that the job holder is able to give their views about their performance.
- Where performance is not as expected, give clear feedback and be precise about expectations going forward. This will cover both what is done and how it is done.
- Jointly agree changes to the action plan and note these down.
- Talk about the behaviours being used and whether these need a greater focus to ensure successful delivery.
- Review the development needs and make sure that where these have not taken place, arrangements are planned.
- Take notes and keep a record of what was discussed and agreed.

#### After the meeting

- Write up notes of the meeting, make sure that you have a record of the changes made to the action and development plans and share with the job holder.
- Regularly review performance.
- Action anything that you agreed to do.

### End of year appraisal meeting

#### Before the meeting

- Agree a date to meet ensuring enough notice for both to prepare.
- Review the action and development plans, taking account of where amendments were agreed. Where targets have not been met be clear about the reasons for this.

## Total Contribution

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- Think about where the job holder has developed particular behaviours and used these in the delivery of their role.
- Think about feedback you have had from others and whether there are any examples that might be useful at the meeting.
- Prepare constructive feedback highlighting successes but also areas where delivery does not meet the expected standard.
- Consider where there has been a wider contribution made to KCC.
- Ensure you have gathered enough information about performance and delivery over the year, including observations and feedback from others, as appropriate.

### During the meeting

- Make sure that you have a two-way discussion enabling the job holder to give their own views about their performance and contribution over the year. It is important that you reach a shared agreement about what the delivery has been.
- Give clear feedback, including about where performance has not been as expected and required standards have not been met. Refer back to the agreed expectations for the year to demonstrate this. This should include the behavioural aspects of delivery as well as what had been done.
- Where specific targets have not been met, be clear about the reasons for this. If it is for reasons outside the job holder's control then they should not be disadvantaged by this when the TCP assessment is carried out.
- Focus on the positive areas of performance and the impact this has had.
- Talk about personal development and how this has enhanced performance – what are the specific impacts of this?
- Consider all aspects of wider contribution and how this has made an impact (note that this may not apply to people on grades KR2-KR6).
- Discuss behaviours and personal development alongside reviewing each outcome that has been delivered. A holistic approach needs to be taken to performance (the recommended form will assist with this).
- Start to think about delivery requirements in the coming year including any targets that might need to be rolled forward.
- Check whether there are any requirements that might require adjustments to be made.
- Remember this is a conversation about delivery and performance – it is not about pay.

### After the meeting

- Ensure that notes are written up promptly. They may be required as evidence of proper performance management and subject to challenge during TCP moderation or appeals.
- Ensure that any measure of performance has been made in a fair, equitable and non-discriminatory way. For example people who work part time or in certain roles may be more limited in the scope of their delivery. It is important that you consider each person's abilities and take account of any limiting circumstances in order that they are not disadvantaged.
- Give a copy of the review record to the post holder and grandparent for their comments and signatures.
- Engage with the TCP assessment process.

### Assessing **Total** Contribution

After completing the appraisal discussion, you need to make your TCP recommendation taking into account the objectives/accountabilities, Behaviours demonstrated, Personal Development Plan and wider job contribution.

It is the manager's responsibility to recommend the Total Contribution Assessment rating for each direct report. Where an individual works in a more complex environment where more than one person could perform the review, then it should be agreed who will perform this function.

It is also the manager's responsibility to ensure the appropriate documentation is used and completed to the correct standard and timescale. This must provide appropriate level of detail to clearly demonstrate why a particular rating has been recommended. If any dispute arises or a manager needs to justify a decision then this cannot be done without the proper documentation that demonstrates the process and findings is fair, consistent and equitable. It is not the intention that documentation completion becomes so onerous that it becomes disproportionate to its value. Managers need to seek the correct balance. A set of corporately agreed paperwork is available and recommended for use.

**Confirmation of a job holder's Total Contribution Assessment cannot take place until the moderating process is complete.**

### Assessment rules

Only **one** overall assessment rating should be given. However, it is essential that this can be justified when applied to **each of the categories** – Objectives and Accountabilities, Values, Kent competencies and behaviours, Wider Contribution\* and Personal Development. **For an assessment to be higher than Achieved the Standard Required, performance must exceed this in all four categories.** This is intended to be a balanced and holistic reflection of an individual's total contribution and recommendations must be justified and defensible.

NB Employees currently under the **formal capability procedure** are excluded from this process. Should an employee have previously been under this process, at any time in the current assessment year, please ask HR Business Support for advice.

\* See the separate section on wider contribution and its application to people on grades KR2-KR6.

### Wider Job contribution

It is easy to overlook the wider contribution an individual makes during the year. This is why it is important to discuss what an individual has done, or can do, in areas which are not directly related to their job description or job profile. This may be quite different for different people. Consideration needs to be given to the opportunities available, the difficulty in achieving outcomes and the overall impact the wider job contribution has had.

Where people on Grades KR2-6 have had the opportunity to demonstrate wider contribution, they will be assessed on it. If not, their overall assessment will not be adversely affected. People on Grades KR7 and above are expected to demonstrate wider contribution in order to have an overall assessment considered to be above the required standard or outstanding.

### Manager Accountabilities

Managers will also be assessed on their key management accountabilities which includes performance management of others. Should they not complete all processes to agreed standards, including TCP assessments within the set time scales, they will normally be assessed at Performance Improvement Required. However, there will be some situations outside the immediate line manager's control in which case they will not be adversely affected.

### Data protection and confidentiality

As well as including targets the total contribution documentation includes personal information which is confidential. You must therefore ensure that the documents are kept in a safe and secure place and that confidentiality is respected. This is important not only to comply with data protection laws but also to help ensure the Manager/Job Holder relationship encourages open and honest feedback.

No additional notes should be added to the appraisal documentation once agreed between yourself and the member of staff. This would invalidate the objectivity, fairness and consistency of the process.

### Cash and non cash awards (Rewards and Recognition policy)

Cash awards can be used throughout the year to reward specific actions. They can also be considered as part of rewarding the overall Total Contribution but managers need to ensure that there is no double counting of an individual's contribution and remind themselves of any recognition given or payments made earlier in the year. They should not be used as an alternative to making the proper TCP assessment or to supplement the corporately agreed performance or general award.

### Total Reward

The authority operates a Total Reward approach, this effectively includes all the aspects within the employment package. As a Manager it is important to understand how this can be used as a way of motivating and engaging people and consequently helping to improve service delivery. Think about all the aspects such as Pensions provision, flexible working, support groups and networks, work and wellbeing along with discounts and cashback available through voluntary benefits.

By using KCC's award winning website [www.kentrewards.com](http://www.kentrewards.com) and choosing the innovative "Reward Viewer" people can find out about all the elements in their reward package in an interactive and targeted way and put their own personal value on each. All employees can find out about tax saving arrangements, voluntary benefits and discounts, Healthcare, plus more. At the end employees can print off their own unique Total Reward Statement.

## Total Contribution assessment definitions

Contribution Level	Definition
<p><b>Not Assessed</b></p>	<p><b>Assessment not made</b></p> <p>Could be due to either (a) a long term absence such as sickness or maternity leave and an aggregate of 9 months service has not been delivered for assessment to take place or (b) Being under formal capability procedure during the assessment year.</p>
<p><b>Performance Improvement Required</b>  <i>Did not deliver all the targets set and/or demonstrate the required behaviours.</i></p>	<p>Targets may change or be removed throughout the year and it is acceptable for the assessment to reflect these changes. However, if all targets are not met, and the change/removal has not been negotiated and agreed between the individual and line manager, then this level will be awarded. Targets and expectations must be achievable and, where necessary, these should be amended at the mid year review.</p> <p>Assessment at this level will recognise that the person is travelling in the right direction – which is why they are not having their performance managed under a formal process.</p> <p>Assessment at this level will recognise where an individual on a career grade has not achieved set or expected outcomes within the year, Where career grade outcomes have not been met due to a lack of resources, the individual should not be assessed at this level.</p> <p>This is a reflection of an incomplete delivery. Among other reasons, this may arise when an individual has had a period(s) of absence, which means that they have not had regular attendance or not performed to their usual standard. As a result their contribution is not as expected. In the team context, it may be that they have not been integral to the overall team successes. Managers may seek further guidance to ensure they approach this in a consistent way.</p> <p>This assessment will be given when the year has not been regarded as successful and falls short of the individual’s usual level of delivery or the expectations of the role. They have contributed less than the requirement for the role and have been generally ineffective.</p> <p>Behaviours: There will be clear evidence of using negative or inappropriate behaviours and the minimum behavioural level as set out in the action plan was not met. Even if targets and objectives have been achieved, if the behaviours to support this have not been consistently demonstrated then this is likely to result in an assessment that improvement is required.</p>

<p><b>Performance Improvement Required</b> <i>(cont.)</i></p>	<p><b>Learning and Development:</b> Where a person did not undertake all the development that was identified in the action plan or throughout the year. Where development activity was undertaken, there was failure to gain new skills or knowledge or this was not applied to the role Links between development and delivery were not made.</p> <p><b>Wider Contribution</b> No evidence of wider contribution having been made.</p>
<p><b>Achieved the Required Standard</b> <i>Achieved all the targets to the standard required and delivered the outcomes specified in the action plan. Consistently demonstrated and exhibited the behavioural competencies as specified in the action plan.</i></p>	<p>Targets may change or be removed throughout the year and it is acceptable for the assessment to reflect these changes. However, reasons for the change must be recorded. Individuals should not be penalised if the non-achievement of the original target(s) is outside their control. If an individual does not meet all targets (as amended by negotiation) or demonstrate behavioural competency to the necessary standard, then they will default to Performance Improvement Required. This assessment level will be given where targets and behaviours, as set out in the action plan and reviewed throughout the year, can be evidenced against clear outputs. At this level performance attainment is as expected according to the role and the action plan and all objectives are realised. This would be considered a normal delivery with quality standards reached. Expectations are consistently realised, but not exceeded. The standard of behaviour, as defined in the action plan, is consistently displayed. There is evidence of the use of positive behaviours across the whole framework and effort made to enhance these. The success of a team may be directly influenced by the behaviour of the individuals within it, and managers should ensure that they differentiate appropriately.</p> <p><b>Learning and Development:</b> Development was undertaken in accordance with the action plan and the individual also responded to needs emerging over the year. They recognised the value of a range of development undertaken ie not just training based. Changes were made through the application of new skills, knowledge and behaviours New skills and knowledge were shared with others</p> <p><b>Wider Contribution</b> There has been evidence of activity, judged to be outside the normal job role, on one or more occasions in the year.</p>

## **Performed Above the Required Standard**

*Achieved all the targets to a consistently high standard throughout the year and, at times, exceeded expectations about requirements.*

*The level of behaviours used to deliver this will be consistently high, meet and exceed those set out in the action plan and show sustained improvement across the values, Kent competencies and behaviours framework.*

People at this level will have taken on extra responsibilities or requirements over the year. This will be consistently applied (one-off examples should be rewarded with a cash award). They will clearly understand and take on a brief, and develop across other areas of work. Work will be of a high calibre and quality standards will be met and frequently exceeded. There will be clear examples of successful outcomes which surpass normal expectations of the role and exceed the standards as set out in the action plan.

This level will be awarded only where the behaviours used can be seen to have a positive impact on the success of the business/service. This will vary according to the normal expectations of the role and may impact at any level from a team or establishment to county-wide. There will be evidence of using initiative and taking personal responsibility, using initiative to drive up quality standards. As the autonomy of people varies across roles, they may not necessarily implement change themselves, but ideas for improvements can be identified at any level and should be referred to another (eg line manager) if more appropriate. High level behaviours will be consistently used and integrated fully in to delivery with a positive impact on outputs.

This will often be demonstrated by the "stories" that can be told and therefore recognised by others. Such delivery will be consistent throughout the year and recognised by others as the predominant style of working during the appraisal year. Feedback from others will be key to evidencing this, especially where roles are delivered primarily in the community. Managers should actively seek this feedback in order to make their assessment. There will be examples of the customer experience being improved.

People will support and encourage other team members.

It may be that this level is identified in all, or a number of, team members, especially where outputs and successes are dependent on effective team working.

### **Learning and Development:**

People at this level will actively seek out new development areas. Development is judged to stretch an individual.

Outcomes or material produced from the development will be at a high standard and go beyond the minimum expected from attendance or participation.

There will be a level of complexity attached to the development but this will be as relevant to the individual and their role.

There will be examples of helping others, for example through creating opportunities to develop colleagues or make changes in the workplace. Again this will be as relevant to individuals and their roles.

<p><b>Performed Above the Required Standard</b> <i>(cont.)</i></p>	<p><b>Wider Contribution</b></p> <p>There is evidence of wider contribution to the organisation and this is likely to be on a continuing basis over the year. The impact of this will be appropriate to the role and may be at a local level only.</p>
<p><b>An Outstanding Performance</b> <i>Completed all targets to an exceptionally high standard and went on to exceed and excel in a number of areas of delivery. Has fully integrated high level behaviours in to their ways of working and there is evidence of this having a significant impact on the success of the individual, their team and their work area.</i></p>	<p>There will be an identifiable impact on the business as appropriate to the span of their responsibilities and the influence of the role. For lower grades this is likely (but not exclusively) to be limited to the immediate environment in which they work. However, it will be measured by the level of improvement in service delivery or customer satisfaction with a real and positive impact on the customer experience. Some examples of how this could be demonstrated are the introduction of better working practices, efficiencies, income generation (if appropriate to the level of work) or the introduction of innovative approaches to service delivery. These will have to be scaled according to the particular role. Where roles do not have the freedom to introduce change, this will be demonstrated by ideas being formulated and discussed with others (including the manager) for potential introduction by others. The actual impact of the development should be clearly measurable with improvements illustrated.</p> <p>There will be clearly identified links between strategy or delivery and the consistent use of high level behaviours. For lower grades the emphasis will be on service delivery with recognition, by others, of this being at an exceptional level. As at the level of Performing Above the Required Standard, managers will be required to seek feedback from others, especially where delivery takes place in the wider community. For people on higher grades, the manager will see evidence of expertise having been developed and implemented across the wider organisation to bring about positive benefits for others.</p> <p>The quality of work will be regarded as first class and impressive in terms of what and how it is delivered. People will use their initiative to seek out more and strive to improve at all times. The behaviours used will be regarded by others as being at an exceptional level and be part of the usual way of working. They will be a role model and positive influence and support for others. They will live and breathe the values of KCC and their service or team.</p> <p><b>Learning and Development:</b></p> <p>People at this level demonstrate how their development brings tangible benefits to the team, establishment or organisation, as relevant and possible within their role.</p> <p>New skills and knowledge will be shared widely across the function or area of work.</p>

**An Outstanding Performance**  
(cont.)

There will be examples of people acting as champion or mentoring others either in a formal or informal sense. Others will regard them as developing expertise in a specific area and this will likely impact on team performance.

**Wider Contribution**

Wider contribution at this level may be a single event with a major positive impact or one or more activities carried out consistently over the year. People will be fully engaged with the activity and will be seen to make a difference as relevant to their position and scope of impact.



### Pay progression

The budget available for pay progression will be set annually. Pay awards relating to each assessment category will be calculated after completion of the moderation process. Increases will be applied taking into account individual assessments and general award. People on the top of their grade will be treated consistently and receive a one-off payment.

### The Moderation Process

Once a manager has completed the assessment of his/her direct reports, their manager will review the results. This process will be repeated up the reporting line to the top of the Directorate. At this point results between Directorates can also be compared. The final sign-off will be made by the Corporate Management Team.

The moderation process will be used to review the manager's assessments. It is essential that the system is fair, consistent and equitable. The moderation process needs to ensure there has been no detriment or discriminatory practice to individuals from particular diversity groups in order to meet legal and good practice requirements. This is why it is important that there is consistency in approach to target setting, personal development, behaviours and looking at the wider achievements.

Managers need to be able to fully justify any result with the appropriate documentation. It is likely that within a small group it is difficult for results to match the organisational distribution. Directorates need to collate results to assess the distribution of assessment scores on a wider basis and implications for budget.

The amount relating to each appraisal rating will be agreed annually according to budget and numbers in each category.

### The Appeal Process

In order to ensure consistency and fairness managers (who will normally be 'Grandparent' of the post holder) who receive an appeal need to comply with the following process:

- Review the reason for appeal
- Objectively judge the appeal on its merits
- Is there new information presented that alters the original decision and affects the overall rating
- If yes; the appraisal rating needs to be amended, if no; write to the individual stating the reason for the judgement

Appeals and subsequent outcomes must be reported to the Senior Management Team. Responses should be completed within 28 days from date of appeal.

### Forms

The following single form can be used for:–

- Setting and reviewing Objectives and Accountabilities.
- Summarising performance against values, Kent competencies and behaviours.
- Documenting Personal Development Plan and progress.

The form has been designed to enable the consideration of ‘how’ a target or objective should be delivered at the same time as defining what is required. Similarly, necessary personal development is linked to this. This can also be used to manage mid year and end of year reviews.

It may be that documentation exists locally. This can still be used so long as it meets the corporate standards. This is important for ensuring levels of performance are being set and reviewed consistently and that there is a fair, equitable and consistent process across the Authority – see also ‘The Moderation Process’.

*Forms in word format should be downloaded from Knet.*



**Action Planning & Setting Expectations**

What are the requirements for delivery over the next year? These should be discussed and monitored over the year and will form the basis of the end of year assessment which informs progression under Total Contribution Pay.

Link to Business Plans or directorate/unit objectives	What is required to be delivered over the year? Be clear and specific about the intended outcomes, measures and target dates.	Describe the way in which this should be done ie What are the requirements around the behaviours to be used?	What gaps are there in the skills, knowledge or behavioural competencies to deliver to expectations? Be specific about how will gaps be filled?

Add more boxes if required

Are there any other behaviours in the framework that are being developed on either an individual or team basis? If so please record below:

Behaviour	Current Position	Any gaps with reasons?	How can you bridge the gap and how can your manager help?

Are there any other development needs that are to be addressed over the year? Include eg personal development, qualification courses and specific skills:

Business Plan link if relevant	What is the development need?	How will this be met?	When (target date)?	Cost and funding source (if known)

**Agreed**

Appraisee: ..... Date: .....

**Agreed**

Appraiser: ..... Date: .....

**Mid year conversation and review**

The expectations that were set out in the action plan should be reviewed and changes formally noted. This may be the addition or deletion of objectives or changes to required outcomes, time scales etc.

Objective	Agreed Changes
Other comments or notes	
Notes on any wider contribution that has taken place	

## Annual Appraisal Review

With specific reference to the expectations that were set in the action plan (and reviewed over the year), describe delivery and outcomes at the end of the year. This will form the basis of the annual assessment for TCP purposes, so it is important that sufficient detail is included to justify the assessment recommendation. Please refer to the assessment definitions to assist with this.

<p>What was delivered over the year? Be clear about the actual outcomes and any quality measures and dates. Where planned outcomes and targets were not met, these should be stated with reasons given.</p>	<p>Describe how this was done. Were the behaviours as required and what difference did this make to the level of delivery? Be clear about all behaviours including those that fell short of requirements and those that enhanced outcomes.</p>	<p>Was personal development undertaken and how was it used to enhance delivery at an individual, team or wider level? What were the specifics in terms of impact for the person and the organisation?</p>

If there were other behaviours in the framework that were developed on either an individual or team basis please record the outcomes below:

Behaviour	Current Position	How this is being demonstrated and impact on the organisation	Is there any further development needed?

If there were any other development needs that were to be addressed over the year please record the outcomes below. Include eg personal development, qualification courses and specific skills:

What was the development need?	Was this met and if so how? If not, why not?	What was the specific outcome and how has delivery and performance changed? What is the impact on the organisation?

Describe all Wider Contribution that was made – when was it and what was the impact?

General Comments

Grandparent's Comments

Post Holder's Comments

**Signed**

Appraiser: .....

Date: .....

Appraisee: .....

Date: .....

Grandparent: .....

Date: .....

## Supplementary behaviours form

Date _____ Name _____		Name of Manager _____					
<b>Behaviour</b>							
Write evidence here about current position							
Identify any gaps you have around this behaviour							
Discuss reasons for the gap							
How can manager help you bridge the gap?							
How can you help yourself?							
Review regularly							
Evidence of improvement							

## Summary of personal contribution

Name: _____		Job: _____	
Unit / Directorate: _____		Year: _____	
<b>Assessment Category</b>	<b>Elements – as applicable</b>	<b>Summary Evidence</b>	
<b>Objectives and Accountabilities</b>	<ul style="list-style-type: none"> <li>● Delivery to Action Plan</li> <li>● Effectiveness in job role</li> <li>● Targets</li> <li>● Quality Standards</li> <li>● Budgetary Control</li> <li>● Customer Feedback</li> <li>● Peer group/360 degree feedback</li> </ul>		
<b>Values, Kent competencies and behaviours</b>	<ul style="list-style-type: none"> <li>● Continuously improving in terms of how the job is done, living the values and demonstrating Kent competencies and behaviours</li> </ul>		
<b>Wider Contribution</b>	<ul style="list-style-type: none"> <li>● Contribution to team</li> <li>● Project Work outside normal job</li> <li>● Participation in KCC work activities not directly related to job role</li> </ul>		
<b>Personal Development</b>	<ul style="list-style-type: none"> <li>● Achievement of Development Plan</li> <li>● Application of Development</li> <li>● Attainment and use of required skills</li> <li>● Qualifications attained</li> </ul>		
<b>PERFORMANCE RATING:</b> (Provisional until formally approved)		<b>SUMMARY COMMENTS:</b>	
<b>Line Mgr Signature:</b>	<b>Print Name and Date:</b>		
<b>Grandparent Comments:</b>			

Please use additional sheets if more space is required.



## **Total** Contribution

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# **Total** Contribution



## **Total** Contribution

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making KCC a great place to work...