

## A manager's checklist for improving performance management

If you are committed to providing a service that:

- meets and contributes to council and community ambitions and priorities;
- serves local people well and
- represents value-for-money

then you'll want to use performance management to help you achieve that. This checklist, originally designed for the Improvement Network [www.improvementnetwork.gov.uk](http://www.improvementnetwork.gov.uk) has been designed to help you assess elements of your performance management to accelerate the process of improvement.

<b>Vision</b>	<b>Yes</b>	<b>No</b>	<b>To some extent</b>	<b>Don't know</b>
Have you established a 'vision' for your service? Is it clear what improvement will look like?				
Have staff and customers been part of the process of establishing that vision?				
Do staff believe in the vision? Are they committed to achieving it?				
Do staff understand where the service will be in five year's time? Next year? Next month?				
Does your service's vision embrace how the service will change residents' lives for the better? Does the vision include a sense of fairness, equity and diversity? Does it set out how you will deliver the right service to the right people for the right price?				
Does your vision interlink with the council and community vision? If not, why not? And what needs to change?				

<b>Communication</b>	<b>Yes</b>	<b>No</b>	<b>To some extent</b>	<b>Don't know</b>
Do you talk about what the service priorities are and what they are not?				
Do you share performance information with your staff? Is discussing performance a regular feature of staff meetings? Are performance indicators, milestones and targets posted prominently in your office or another place staff can easily access them?				
Are you telling staff what they're doing well? Do you use praise as a positive management tool?				
Are you posting key performance indicators where your service's users can see them?				
Do staff understand how what they do contributes to council and community objectives?				
Are you listening to staff? Do you encourage them to share problems as well as successes?				
Are staff clear about what is expected of them? Do you let them know when they exceed or fail to meet expectations?				
Are you communicating your position to your directorate or the corporate centre? Do they know how well you are performing? Do you let them know what they could do to help?				
Do Members know what your service does, how well it does it and what your priorities are?				

<b>Systems and processes</b>	<b>Yes</b>	<b>No</b>	<b>To some extent</b>	<b>Don't know</b>
How effective is your relationship with the corporate centre? Can you negotiate the support you need? Are you providing the information and actions they require for good performance management?				
How good is your performance monitoring? Do you have the right measures in place to let you know how well your service is performing today?				
Are the right people in your service able to produce robust performance information? Do people understand how to read and take decisions based on that information?				
Is your service's performance framework part of the 'golden thread'? Do your plans, targets and measures link with overarching plans and extend into unit, team and individual plans and targets?				
Do you have systems in place to gather customer information and feedback? Can you ensure that information is taken into account?				
Do you have effective project and risk management to ensure that improvement activities happen?				
Do you and your staff take time out to talk about how systems and processes could be improved to support your work, rather than stand in your way?				

<b>Setting the right tone</b>	<b>Yes</b>	<b>No</b>	<b>To some extent</b>	<b>Don't know</b>
Do you show by what you do and what you say that you value performance and performance management?				
Are you recognising and rewarding good practice and giving staff time out to share their learning? Are you demonstrating that you are using performance management in your day-to-day activities?				
Are you willing to acknowledge your mistakes and demonstrate that you're doing something to put them right?				
Are your staff clear that when underperformance occurs, that you take steps to deal with it?				
Are you valuing teamwork? Do you actively encourage and reward staff helping each other to improve?				
Do you work constructively with other services or partners?				
When discussing problems, are you more focused on finding solutions than apportioning blame?				