

# The challenge of performance management in Benefits

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*“Specialising in helping Local Authorities to improve their service to customers, performance and processes”*



# Performance Challenge



# Performance Monitoring Drivers

- Recognition that significant benefits can be gained from optimising performance across all levels of an organisation
- Many local authorities are putting in place corporate performance monitoring systems
- Is the framework put in place corporately within your LA, actually working and producing results at the service level?
- Planning is key to success, not just what you are going to achieve but HOW you will do it!

# Corporate Performance System

## Corporate Performance Monitoring

Audit      CAA      National Indicators      Stakeholders

## Organisational Structure

Tools      Systems      People  
Technology      Process      Skills

← Performance Monitoring →



# Framework Development - Tools and Technology













- Key role to play within performance monitoring – establishing baseline and progress
- The trick is to be able to collect management information data with ease and use it effectively to measure performance outcomes on all levels
- Use of factual information from core IT systems to develop performance targets
- Management information can be used to identify range of tasks
- Collating management information from different sources to develop model for monitoring performance

# Tools and Technology

Framework should give you a complete picture of individual and team performance

Performance Management Information

Housing Benefits >











Team Name			NC Assessed	Resolution	Resolution / Target	Productive Time	Productivity	Trends
Appeals & Customer Care			8	16%	80%	38:00	25%	
HB Team 1			23	18%	40%	38:40	20%	
HB Team 2			73	34%	76%	99:00	40%	
HB Team 3			82	50%	111%	109:40	36%	

# Tools and Technology

## Performance Management Information

Housing Benefits >

HB Team 1 >

Individual Name		Touched	CiC Assess	NC Assessed	Pended	Completed	Court Visits	Resolution
Brian Barron	 	18	4	11	7	11	0	61%
Harry Windsor	 	9	0	1	4	5	1	11%
Irene O'Carah	 	21	14	9	4	17	0	43%
Joan Armatrading	 	14	4	5	11	3	0	36%
Mima Harissa	 	1	0	0	0	1	0	0%

Housing Benefits >

HB Team 1 >

Brian Barron



Resolution: 61%

Productivity: 32%



WorkType Name	Touched	CiC Assess	NC Assessed	Pended
Appeals	0	0	0	0
CiC	8	4	0	4
Complaints	0	0	0	0
Court Work	0	0	0	0
DHP	0	0	0	0
NC	10	0	11	3

# Process and Systems

- Link with performance
- You can't expect high performing staff if your processes are inefficient
- Aim to 'work smarter'
- Development of new processes/procedures to enable a performance monitoring system to work on a day-to-day basis

# People and Skills

- Key to high performance is of course your people
- Aim is to achieve high performance services delivered by high achieving teams consisting of highly motivated individuals.
- Framework will identify discrepancies in performance and provide the information needed to address them

Management Information

Benefits > HB Team 2 >

Individual Name		Touched	CiC Assessed	Completed	Court Visits	NC Assessed	Pended
Bradley Wiggins		2	1	2	0	0	0
Colm Maguire		4	5	3	0	2	1
Digby Parkins		38	6	22	0	7	16
Emma Simpson		37	22	28	0	16	9
Mary Poppins		30	12	18	0	11	12

- Skills are needed to deal with people issues

# Motivation during times of change

- Goals should be clear and the objectives and rationale well communicated to staff
- The 'Hawthorne' effect
- Involve staff in the development of change so that choices are perceived as realistic – gain buy-in to proposed change/ownership
- New behaviours/procedures must be reinforced throughout the department/authority
- Provide support for Team Leaders

# Team working

- Healthy competition - performance communication, league tables
- Team sizes and leadership
- Corporate links/functions – economies of scale
- Multi-skilling to promote flexibility
- Team empowerment for problem-solving
- Sustainability achieved through cultural change

# Formal performance monitoring system

- Develop performance monitoring model
- Develop the process and document the procedure for system
  - One to ones
  - Timescales
  - Quality
  - Targets – individual/team
  - Identification of training/capability requirements
- Link to HR procedures
- Link to staff appraisal/development schemes - specific objectives

# Formal performance monitoring system

**Performance Reporting**

Report:  Team:

Team Resolution Report HB Team 2

Individual	17-08-2009	24-08-2009	31-08-2009
Bradley Wiggins	0 %	0 %	0 %
Colm Maguire	33 %	0 %	0 %
Mary Poppins	52 %	0 %	0 %
Pramod Mohammed	0 %	0 %	0 %
Oscar Morrison	100 %	0 %	0 %
Pierre Garmond	100 %	0 %	0 %
Praveen Kumar	44 %	0 %	0 %
Emma Simpson	100 %	0 %	0 %
Diana Duffin	0 %	0 %	0 %

- Timely management reports that support the one to one performance reviews and provide factual performance data
- Leverage your systems – don't create an analysis industry

# How to make it work within your organisation

- Communication corporately across departments
- Staff/union involvement to the development
- Performance Monitoring roles
- Use management information as a basis for facts to develop model
- Plan implementation carefully
- Use consultant resource wisely
- Prepare staff for cultural change
- Develop procedures linked to formal performance monitoring systems

# What does success look like?

- Performance aware and motivated staff
- Reduction in administration time to bring together meaningful performance data
- Improved individual and team performance
  - Good performance recognised
  - Staff development
  - Under performers working harder
- Quality maintained
- Improved sustainable corporate outcomes – CAA/National Indicators
- Effective resource management
  - Training/capability requirements identified
  - Prioritisation of staff to tasks
- Customer impact

# Steps to success

- Analyse and baseline your current performance position
- Develop the outcome focussed framework/model
- Develop and document your performance process, including monitoring mechanisms
- Communicate and implement
- Monitor and manage performance at team and service level as part of your normal operational review cycle
- Reap the benefits of improved productivity

**Thank you for listening**

