

## **Background**

Enthios tendered to be part of a framework for Workforce Development across the Scottish Borders Council (SBC).

After a lengthy process which involved close scrutiny by their procurement panel, we were delighted in 2010 to be awarded lot 2 on the Services Framework (Management & Leadership) Tender Reference Number SBC/CPS/313.

The Scottish Borders includes a large geographical area from places as far away as Melrose to Peebles. The contract also involved working with a large range of services from social welfare to environment and infrastructure, at all levels of the organisation.

## **The challenge**

As part of the introduction of the Council's new performance review procedure (PRD), Enthios had been selected to design and deliver performance management principles in a way that would engage staff with the new PRD process.

Previously, the appraisal system had been inconsistently adopted across the organisation. As can be the case with some performance review schemes, a 'tick box' mentality had arisen, with the appraisee often putting what they thought was expected rather than what they genuinely felt. This had led to inaccurate data and had not given a true reflection of skills and aptitudes across the organisation.

Added to which, the Council was under pressure to substantially reduce their workforce.

## **What we did**

Enthios was successful in putting forward a selection of half day workshops to support managers and team leaders in adopting the new performance culture. These covered:

- Setting meaningful goals
- Coaching conversations for success
- Meeting the feedback challenge

As part of the tendering process, we had also been required to show that we had the capability to operate within the Council's performance mechanisms.

During the roll out of the workshops, Enthios was asked to develop an additional half day workshop for all employees of the Council, 'Introduction to Performance Review Development' (PRD). The purpose of this session was to generate understanding of the new performance procedure and the rating scale among participants, plus create the confidence and accountability to prepare and actively engage in their own performance and development conversations. The training we provided addressed both those attending the appraisal and those conducting the appraisal. During the successful roll-out, Enthios were also asked to design and deliver additional 'bespoke' workshops to meet the specific needs of certain services including:

- Environment & Infrastructure PRD Skills
- Managing Performance

### **The results**

In each of the courses we consistently achieved ratings in excess of 85% for quality and performance as measured through the Council's participants' end of course evaluations.

The Enthios training led to the practice of 'purposeful conversations' and an appraisal process which genuinely enabled the participants to engage with their own future.

Although the framework contract was originally only intended to run for three years, the Council was so pleased with the training provision, it was extended for a further year and Enthios' contribution to the design, development and delivery of the PRD process was deemed a total success.

### **What the participants thought ...**

*"Enthios are an extremely amiable and dedicated professional company who produce very thought provoking and enjoyable training courses".* **Karen Niven - Workforce Planning**

### **What the client thought ...**

When **Jo Tolland - Learning & Organisational Development Manager** was asked why SBC use Enthios she said, *"consistently high quality delivery and highly adaptable and flexible. Personable, professional and extremely good to work with".*