Report to: Employment Committee 2 December 2011

Subject: Performance Development Review (PDR)

Report by: Head of Human Resources

1. Purpose:
To present how staff performance will be measured and improved through a revised performance development review policy (PDR).

2. Recommendations:
It is recommended that Members:

2.1   Approve the attached PDR policy and agree the purpose and principles on which the future management of performance assessment and development will be based within PCC.

2.2   Agree that the success of the implementation of this policy be reviewed on an annual basis and reported to Employment Committee.

2.2   Agree that each Strategic Director will review the quality of implementation from both the organisation and staff perspective for the services that report to them as part of their line management of each Head of Service.

2.3   Agree each Manager must ensure the completion and quality for their own section and for monitoring the implementation including quality achieved by those managers who report to them.

3.0   Principles and measurement of performance management across PCC

3.1   The current operation of the performance development review process has been reviewed and refreshed to reflect the new ways of working and to reflect the spirit of transformation. This approach is further supported by the service reviews that have been undertaken in the past year and will continue over the next three years.

3.2   Managers will be held accountable for the successful operation of the policy for their own section and staff.

3.3   This standard will operate from Chief Executive and Strategic Directors down through all layers of management so that not just the completion of the process is reviewed but also the quality.

4.0   Background:

Employment Committee asked for several amendments to the scheme proposed on 4 October. This report contains the resultant review and reflects the new scheme to operate from 2012.

4.1   Members have recognised the importance of strong and effective performance management and have looked to monitor this over the past two years. They have used the available performance targets which are numerical as a means to evaluate compliance with the PDR process. However, the quality of the conversations held during the process should also be measured. Consequently manager development within the LaMP programme will reflect the skills needed to undertake effective conversations within regular performance management and PDR conversations to enable staff to explore their views and needs with managers and to ensure they understand the policies and decisions made by the city council.

5.0   Progression to measuring success

5.1   Performance management covers the annual process for an individual and may also incorporate team management and one to one processes so that a section or service's performance can also be addressed within a relatively short space of time. Regular contact and /or meetings between managers and staff can be used to improve communication and reduce any apprehension currently attached to PDRs. The responsibility for improving the quality of such meetings lies with the manager but support and training for both staff and managers will be available where any such need is identified.

6.0   Next steps

6.1   All Heads of service will be required to adopt the PDR scheme introduced within the policy to ensure the quality of the process across PCC.

6.2   All PDRs for 2011 should already have been completed and so this revised policy at Appendix 1 will be adopted from 2012 for the majority of staff. However, where services, sections or individuals PDR's are yet to be completed then they should be completed before April 2012 in line with this newly introduced policy.

6.3   All services should as a minimum discuss the questions outlined in Appendix 2 which will be stored alongside the paperwork for the scheme and stored, clearly indexed on Intralink.

6.4   It may be that as Heads of Service develop their service and address the transformation of processes and how their service will keep the Customer at the heart of their service they may enhance the scheme but they must not reduce the scheme content.

6.5   It is essential that forms retain their clarity and simplicity. Examples of initiatives that may be introduced can be seen at Appendix 3.

6.6 Development plans should be identified annually for individuals as appropriate and for each service overall. Completed plans should be passed to Human Resources.

6.7 All Heads of Service must present their performance details annually to their Strategic Director together with any resulting action plan as part of their normal line management supervision. The overall PCC review will be presented to Employment Committee late autumn on an annual basis.

6.8 Staff and managers should be encouraged to consider PDR interviews as business as usual and not as a major annual event that should be viewed with apprehension.

7.0 Conclusions

Performance development is at the core of effective people management. Staff will better understand and support PCC policy decisions and service delivery choices if they are discussed more openly and the reasons for choices are given in more open two way feedback. Improving the operation of PDRs will improve staff understanding of the work and policy decisions of PCC.

One quality measure of success to be introduced will include the use of surveys although this may not be the only measure adopted.

Performance management in the form of PDRs remains essential for effective people management and ensuring quality of service. Managers must retain staff at the centre of service delivery plans and recognise it is through them that PCC can keep the customer at the heart of everything we do.

8.0 Equality Impact Assessment
Full EIA completed

9.0 Head of Finance Comment

There are no financial implications associated with the recommendations contained within this report.

10.0 Head of Legal Services Comment

There are no immediate legal implications arising from the recommendations of this report

Signature   **Date**

APPENDICES

Appendix 1 :   Policy for Performance and Development Interviews

Appendix 2 : Questions to be used to support PDRs

Appendix 3   Areas to enhance the PDR interviews.

Appendix 1

PERFORMANCE DEVELOPMENT REVIEW POLICY

Scope
This policy applies to all employees other than those in schools

Policy statement

> • Performance management is an essential element of people management within PCC and amongst the key activities involved are individual annual performance development reviews, one to ones, supervision meetings and team meetings.

> • All managers must hold annual PDR meetings with their staff and ensure their staff understand the process operated within PCC.

> • Each manager must be responsible for reviewing the manager below them to ensure quality and compliance.

1. FRAMEWORK FOR PERFORMANCE DEVELOPMENT REVIEW IN PCC

The purpose of the performance and development review (PDR) system in Portsmouth City Council (PCC) is to maximise performance and support staff in service delivery. To ensure clarity the following definitions are to be used when operating this policy:

Performance: where the organisational aims and objectives are linked into an individual's objectives and work.

Appendix 1
Development: will be based on the combined needs of the individual and service. This may be in the form of formal training, mentoring, work shadowing, secondments or developmental objectives. The solution offered will vary according to need.

Review: feedback and recognition must incorporate:
- what went well in the last year and what was achieved.
- Where objectives and targets were missed,
- were there any barriers to performance and how can these barriers be most effectively managed?
- Were the development needs identified last year met?
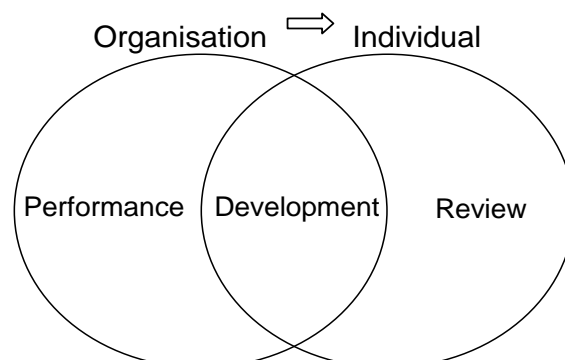
1.1 Performance Management is about practical ways of improving how we do things in the organisation to achieve our objectives. In PCC the main objectives are given in the business plans of each service and the standards often set by government. However, performance management is not an end in itself, and the primary purpose of performance management is to improve services and the quality of life for local people.

1.3 All PCC employees contribute to the achievement of the authority's objectives, whether directly involved in service delivery to the customer, or in supporting other services. PCC's objectives are only achieved when individual employees are also achieving their objectives and are supported to achieve those objectives.

2. PRINCIPLES

2..1 All managers must undertake performance development reviews with their staff.

2..2 At service level the outcomes for the organisation must be clearly stated.

2..3 Managers must be clear what is expected of them and in turn be clear to their staff.

2..4 Staff must clearly understand what is expected of them.

2..5 All interviews must look back at the individual's achievement and results over last 12 months and clearly agree targets and expectations for the next 12 months

2..6 The performance review will provide feedback on the individual's performance, both in relation to objectives and, where possible, highlight ways in which PCC can aid their development.

2.7 Every manager will be expected to verify the successful operation of the scheme in the next management level below. (Based on the parent grandparent principle.)

2.8 Each Head of Service will be required to demonstrate to their strategic director the successful operation of the scheme within their service.

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Appendix 2

Areas to be explored within the PDR interview process

First stage: Record name, section, post title

Second stage: Review last year's targets, outcomes and objectives. Explore and consider them with the individual. It is important for the style of questions to be adapted to meet the culture of the service or section whilst having full regard for the preferences and needs of the individual:

Typical areas to be covered include

- How well were the objectives/targets met
- What led to any successes
- What barriers existed to limit or hinder success
- What activity was undertaken to address the barriers for the individual, team and manager
- Where successful what actions on behalf of the individual, team and manager contributed to that success

Third stage: Agree the objectives/targets for the individual for the next 12 months

- Does the individual have the skills needed to succeed, if not what training or support is needed to support their achievement or success.
- Record the training needed and book it through MLE or approach the Employee Engagement section or your line manager to discuss supporting the individual through other means of achieving targets.
- Consider whether any of the support mechanisms will help the individual in their development.

Fourth stage: Ensure the individual is aware of the overall city council activities and initiatives and those of their service. Check the individual knows how their role and activities contribute to the work of the service.

Fifth stage: Discuss any development needs the individual may have in order to help deliver existing or planned work of the service.

Sixth stage: Discuss any aspirations of the individual and any development needs they may have.

Seventh stage: Book any identified training courses using MLE,the online learning management system. Where no course can be identified send details of any such development needs to HR. Ensure these development needs are also passed to the relevant person within your service to allow a Service Development Plan to be recorded.

Appendix 3

Potential enhancements and developments for PDR Scheme

These enhancements and development tools should be introduced on a service by service and according to the needs of the individual. This list is not exhaustive.

- Team management and objectives
- Coaching and Mentoring
- Action learning
- Skills reviews when each service is reviewed
- Service level behaviours and attitudes
- "In the work" discussions
- Team training on PDR interviews
- 360 degree feedback for managers to continue triads created during LaMP training programme
- 360 degree feedback based on service delivery for customer facing staff
- Survey monkey questionnaires