

Report to: Governance and Audit Committee – 27th January 2012

Report by: Head of Human Resources

Performance Development Reviews (PDRs)

1. Purpose:

To report back to Governance and Audit Committee on the Employment Committee's decision regarding how staff performance will be measured and improved through a revised performance development review policy (PDR).

2. Recommendations:

It is recommended that Members:

- i. Note the revised policy and the decision of the Employment Committee

3. Background:

Members have recognised the importance of strong and effective performance management and have looked to monitor this through the numbers of PDRs taking place over the past two years as part of the Governance and Audit programme. They have used the available figures as a means to evaluate compliance with the PDR process.

Members requested the Employment Committee consider a revised PDR process and undertake any subsequent monitoring that is deemed necessary.

The Head of Human Resources took a report to the Employment Committee meeting held on 4 October 2011 but members requested a revised report be brought back to the committee to include specific points contained in the resolution passed at that meeting.

The report and policy was amended accordingly and the policy contained in Appendix 1 was subsequently unanimously agreed at the Employment Committee on 2 December 2011. The decision of the Employment Committee was as follows:

- i. approved the PDR policy and agreed the purpose and principles on which the future management of performance assessment and development will be based within PCC;
- ii. agreed that the success of the implementation of this policy be reviewed on an annual basis and reported to Employment Committee;
- iii. agreed 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; and
- iv. agreed 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

PDRs are mandatory for all staff in PCC and compliance will be reported annually to the Employment Committee in late autumn.

The city council Values and Behaviours group is currently meeting regularly and it is anticipated that the group will be producing a list of expected behaviours which could then form part of the PDR process.

4. Next steps:

4.1 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.

4.2 All PDRs for 2011 should already have been completed and so this revised policy 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 the new policy.

4.3 All services should, as a minimum, discuss the questions outlined in Appendix 2 or the Employment Committee report which will be stored alongside the paperwork for the scheme and stored, clearly indexed on Intranet.

4.4 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.

Examples of initiatives that may be introduced can be seen at Appendix 3 Employment Committee report.

4.5 It is essential that forms retain their clarity and simplicity.

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

4.7 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.

4.8 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.

5. 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.

6. Equality Impact Assessment

None needed position statement only

7. Head of Finance Comments

None needed position statement only

8. Head of Legal Comments

None needed position statement only

Signature:

Date: