Portsmouth
CITY COUNCIL

Agenda item:

Title of meeting: Employment Committee

Date of meeting: 3rd March 2015

Subject: Performance Development Review and Mandatory Training Requirements

Report by: Jon Bell - Head of HR, Legal & Performance

Wards affected: N/A

Key decision: No

Full Council decision: No

1. Purpose of report

To update members following the Employment Committee of 6th January 2015, on the work being undertaken to increase the uptake of Performance Development Reviews (PDR) and provide further details of the new suite of training courses for managers. To also provide guidance on key principles for inclusion in the process for the Chief Executive Officer's PDR.

2. Recommendations

Members are **recommended** to:

2.1   note the work being undertaken to support services to increase the uptake and meaningfulness of PDRs.

2.2   note the new suite of management training courses (Appendix 2)

2.3   note the recommendations for the PDR process for the Chief Executive Officer and Directors.

3. Background

3.1   The report presented at Employment Committee on 6th January 2015 agreed an additional recommendation to bring a further report on the PDR process to include:
- i.   Data from the Employee Opinion Survey to identify areas where PDR uptake is low and the work being undertaken to improve this
- ii.   Details of the new suite of management training courses including the revised training for managers and staff on PDRs.

4. Employee Opinion Survey Data

4.1   Appendix 1 shows data from the Employee Opinion Survey (EOS) undertaken in October 2014 that relates to PDRs. The survey had 1757 responses (42.2% of staff)

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and of those respondents 65.8% confirmed they had received a PDR in the previous 12 months. The second PDR question in the survey was in relation to the meaningfulness of the experience for the staff member; 22.8% indicated that it was not, 26.3% were neutral in their response and 50.1% indicated that it was meaningful for them.

4.2   As can be seen from Appendix 1, the percentage of staff agreeing that they have received a PDR in the last 12 months ranges from 28.9% (Finance) to 89.6% (Revenues & Benefits). Whilst 100% compliance is unlikely (due to starters/leavers, long term sickness absence, maternity leave etc.), the fact that the majority of services achieve 70% or more would suggest that it is not unreasonable to expect at least this level of compliance across the council. The Head of Finance has indicated that the low compliance rate within that service is a result of a lack of management capacity, and a preference to focus on other elements of performance management, such as budget monitoring meetings and regular 1-2-1 meetings.

4.3   The fact that only around a half of all staff found their PDR a meaningful experience is, of course, of great concern. There are likely to be many reasons for this, which could include:
- a mismatch in expectation about the process
- a lack of training/capability amongst some managers carrying out PDRs
- the lack of a link between PDRs and reward (as would be normal in many other sections)
- cynicism about the process based on previous experience
- the ability of the organisation to meet training and development needs
- the applicability of the current PDR process/form to all roles

5. Work being undertaken to increase the uptake of PDRs

5.1. HR Business Partners are discussing the revised process previously agreed at Employment Committee with the services they support and arranging follow up meetings with managers to support implementation. This work will help in understanding the reasons behind low compliance in some services so that an effective action plan can be agreed.

5.2. As advised at the last meeting, PDR recording will move onto the HR Self-Serve system to improve the accuracy of recording and therefore better reporting functionality.

5.3. A meeting has taken place with Trade Union colleagues to talk through the process and the rationale behind it to further support uptake.

5.4. The PDR training course for managers has been revised to reflect the agreed changes in process and the concept of proportionality, flexibility and the new recording arrangements. The new suite of Management training courses will further support in the development of skills in relation to performance management and development.

5.5. Once the recording function goes live in EBS, HR Learning and Development will run short briefing sessions to communicate the changes to managers and offer bespoke support where this is needed.

5.6. The 2015 Employee Opinion Survey will repeat the questions about PDR's which, combined with the reporting function in HR Self-Serve, will provide a measure of the success of the activity detailed above.

6. Chief Executive Officer's PDR

6.1. In reviewing the PDR process for PCC staff, I have also considered the process for the Chief Executive's' PDR. Whilst the precise format of the PDR should rightly remain flexible it should be informed by the following principles:

   i.   The PDR should be conducted annually, with input from all the political group leaders

   ii.   The basic purpose of PDR remains the same as for any other member of staff, i.e. to (i) review performance, (ii) agree objectives/priorities, and (iii) identify and agree development needs

   iii. The PDR reflects the fact that Chief Executive Officer works for the whole council, not just the administration, although clearly an important and essential part of the role is to deliver on the administration's priorities

   iv.   The PDR needs to recognise the Chief Executive's role in respect of partnerships with other organisations and role of the council in the city, sub-region and region

   v.   The PDR needs to acknowledge Chief Executive's role in respect of statutory services, particularly those relating to critical areas such as safeguarding and emergency planning

   vi.   The PDR needs to reflect Chief Executive's role both in respect of members, and also the council's workforce

6.2 Because of the complexity of the Chief Executive's role, it may be appropriate for the PDR to be externally facilitated.

6.3 PDRs for Directors will be carried out by the chief executive or Deputy Chief Executive, as appropriate, but should also include input from relevant portfolio-holders and shadow portfolio-holders. This could be through inclusion of members at the PDR meeting itself, or by obtaining the views of relevant members in advance as part of a 360 degree appraisal.

6.4 Members will be aware that in December 2014 the assessment of performance for Chief Officers' was considered in the Communities and Local Government Select Committee Report: Local Government Chief Officers' remuneration. The Committee recommended that the Local Government Association (LGA) updates and publicises

guidance on how to appraise senior officers and the Government subsequently agreed with this recommendation. Any future PDR process for the Chief Executive Officer will need to ensure this guidance is followed and any mandated requirements adhered to.

Members have previously expressed a desire for senior managers' PDRs to be more directly linked to specific delivery outcomes, and this desire corresponds closely to the recommendations of the select committee report.

7. Management Training

7.1. As requested by members, details of the newly-developed suite of management courses are attached at Appendix 2. These courses have been developed in consultation with managers across the council, and reflect a demand for both "hard" and "soft" management skills. These courses have replaced the previous Leadership and Management (LAMP) programme.

7.2   Further updates will be provided in due course to advise Members about the take-up and effectiveness of this training.

8. Conclusions

8.1. HR staff will be instrumental in supporting services to implement the revised PDR process in the methods described in section 5 and the new suite of management training courses will further support this.

8.2. The new suite of management training courses will be evaluated on an ongoing basis and follow up support offered to attendees for any personal development needs in relation to their management responsibilities.

8.3. The PDR for the Chief Executive Officer will need to take into account the recommendations from the LGA and the Department for Communities and Local Government.

9. Legal implications

9.1. There are no legal implications arising directly from the recommendations in this report.

10. Finance comments

10.1. There are no additional costs arising directly from the recommendations in this report.

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Signed by:

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Appendices:

Appendix 1 - Employee opinion Survey Data relating to PDRs
Appendix 2 - Management Development courses

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location
Government response to the Communities and Local Government Select Committee Report: Local Government Chief officers' remuneration.	https://www.gov.uk/government/publications/response-to-report-on-local-government-chief-officers-remuneration

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by ………………………… on …………………………

…………………………………………….Signed by

Portsmouth
CITY COUNCIL

Data from the Employee Opinion Survey (October 2014) Showing the percentage of staff in each service who have had a PDR in the last 12 months

Service	No. of Responses and %	% with PDR Undertaken in last 12 months	% who found it meaningful
Adult Social Care	240 = 30%	59.7%	58.2%
Chief Executives Office	8 = 25%	37.5%	66.7%
City Development & Cultural Services	103 = 51%	70.2%	54.2%
Children's Social Care & Safeguarding	110 = 29%	60.9%	52.6%
Corporate Assets, Business & Standards	85 = 48%	67.5%	44.4%
Customer, Community & Democratic Services	107 = 81%	48.5%	66.0%
Education & Strategic Commissioning	95 = 33%	62.0%	55.1%
Finance	138 = 78%	28.9%	34.2%
Health, Safety & Licensing	101 = 68%	76.3%	64.8%
Housing & Property Management	288 = 36%	69.2%	69.2%
HR, Legal & Performance	113 = 84%	82.5%	53.5%
Information Service	119 = 100%	87.7%	47.0%
Integrated Commissioning Unit	27 = 79%	72.0%	50.0%
Port	35 = 41%	32.3%	50.0%
Revenues & Benefits	56 = 42%	89.6%	32.6%
Transport & Environment	146 = 45%	70.9%	46.2%
Full Council Results	**1757 = 44.2%**	**65.8%**	**50.1%**

Appendix 2

Managing Absence Briefing

Course Outline

This course will provide the essential information managers need for the effective management of employee attendance.

Who is the course for?

This course is for any manager, to develop skills in the pro-active management of employee attendance (sickness).

What will it cover?

Participants will learn about PCC's expectations of line mangers in managing sickness and absence, specifically:
- Sickness reporting
- Return to work interviews
- Fit notes
- Criteria to consider when reviewing an employee's absence record
- Formal action
- Stage 1, 2 and 3 formal meetings
- Appeals
- Formal action following long term absence
- Role of Occupational Health
- Phased return to work
- Absence for employees on probation
- Equality Act 2010
- Signposting to further support and information

Appendix 2

Coaching skills for managers

Course Outline

This one day course aims to provide with a practical toolkit to use when working with your teams. The focus of this session is not to make you into a coach, but to give you an essential leadership tool that is perhaps the most effective way to enable teams to deliver exceptional business results.

This course responds to the needs of managers including:

- How do I get people to see that they need to change?
- What do I do if someone just isn't motivated?
- Why do people keep coming to me for answers?
- I've given performance targets, but not much is happening

Who is the course for?

This course is for any manager looking for new ways of motivating, inspiring and unlocking the potential of their teams

What will it cover?

- The key skills of coaching
- Why bother coaching, when it's so much quicker to tell someone the answer?
- Are you managing, leading or coaching? And which one is most effective?
- Don't forget to tell people what you expect of them, before trying to coach them towards it
- A simple model for moving stuck situations forwards
- Who is doing the talking? Who should be doing the talking?
- How to stop problem solving long enough to listen

Great Leadership

Course Outline

This one day course focuses on how to use your current skill set to become a great leader. It will give you practical tools and techniques that you can put into use immediately to improve your results. Focusing on the three pillars of great leadership, this course will help you reflect on what you can do to deliver exceptional results.

Who is the course for?

This course is aimed at anyone who wants to develop their leadership capability. It is equally relevant to new managers and those who are already managing; but want an opportunity to reflect on their leadership style and the impact this has on performance.

What will it cover?

Personal leadership

- Developing a strong sense of self identity as a leader
- What great leaders do when they don't know the answers
- How to find out the impact you have on others
- The power of reflective practice

Team leadership

- Are you inspiring your team? (and what to do if you're not)
- Defining a vision and developing goals
- Leading by example - credibility vs hypocrisy
- An easy way to make the most of skills around you and how to get everyone on board with change
- Dealing with negativity and cynicism

Task leadership

- When you are so great at your job that you are promoted until you don't do it anymore
- Do you delegate or dump?
- The structure of effective problem solving

Leading Effective Teams

Course Outline

This one day course focuses on the key tools and techniques needed to get the best out of people. With few resources and increasing challenges, this course aims to give you a practical toolkit to help you provide strong leadership and motivate people for improved performance and success.

Who is the course for?

This course is aimed at anyone who wants to get the best out of people. It aims to help provide a working set of skills to be an effective leader and manager. It is equally relevant to new managers and those who are already managing but want to refresh their skills to meet the ongoing challenge of effectively leading people.

What will it cover?

Leadership and management

- What are the qualities of an effective leader and where do you rate yourself?
- The differences between leading and managing and which model is more effective for your own situation

Vision

- The value of a clearly defined vision and an opportunity to consider the effectiveness of your own team vision
- How to motivate people by helping them key into the vision

Goal setting

- Why you need to ask 'why' before you ask 'what' and 'how'

Motivation

- The surprising differences between what we think motivates people and what actually motivates them
- How to be consistently different with people to get the most out of the them

Difficult people

- Why do some people seem to thrive on being difficult?
- Understanding the drivers of difficult people and developing strategies to motivate them

Coaching

- Using 'instant' coaching techniques to motivate people to success

Leading Meetings

Course Outline

Leading productive meetings is a critical skill, given the scarcity of time and resources and the need to deliver excellent business results. There is an increasing need to ensure that time spent in meetings is productive and delivers tangible results.

This one day course will provide you with insight and guidance on how to lead and manage the meeting, keep distractions to a minimum which will save time, generate ideas, solve problems, increase motivation and get productive actions started.

Whether your meeting is informal or formal, this course will provide you with some techniques to enable you to lead and manage meetings through identifying the real purpose and objectives that need to be achieved; identifying the key people and actions required to succeed and through managing behaviours of all attendees.

This course does not give easy answers about how to make your meetings successful and productive, it does however aim to give you sustainable ways to take control of any meeting and give you a greater chance of success.

Who is the course for?

This course is for anyone who wants to extend their skills in leading meetings, make the most of time spent in meetings and deliver tangible business results.

What will it cover?

- The importance of giving thought to the purpose and outcome
- Why having a meeting isn't always the best way to get things done
- How to get the right people in the room
- How to get the most out of the agenda
- Controlling the meeting; managing personalities, time management and agreeing actions

Managing difficult behaviour

Course Outline

This one day course aims to provide you with insight and practical guidance on how to manage yourself and the difficult behaviours that you encounter in the workplace. It will provide you with tips and techniques to give you the confidence to be proactive and not reactive when dealing with behaviour that challenges you.

"The manager who recognises the relationship between the 'difficult' employee and the influences of the work environment - is the manager who can reduce the impact of that difficult behaviour on themselves, staff, customers and the business"

Who is the course for?

This course is for any manager who would like to extend their skills and confidence in managing difficult behaviours.

What will it cover?

- Why it's never us who is difficult, it's always 'them'
- Understanding your default strategy in dealing with difficult behaviours
- Which brain is in use, the emotional one or the rational one?
- Why most people chose the wrong thing to try to change when caught up in difficult behaviours
- The power of understanding your own triggers and tipping points
- When what you said isn't what the other person heard
- A model of communication that moves difficult situations forwards
- Why you have to give, give, give before you can take (the emotional bank account)
- Why no behaviour really comes out of nowhere and how to spot the signs of escalation
- A simple model for diffusing and calming
- Managing difficult behaviours with a confident, calm and appropriate style

Appendix 2

Managing Difficult Conversations

Course Outline

This one day course develops the core skills that all managers need to have to enable effective and constructive conversations with their staff, particularly around poor performance, absence, grievance etc. The course supports managers to develop a positive, communicative and supportive team environment.

Who is the course for?

This course is for any manager, to support pro-active management

What will it cover?

By the end of this course participants will be able to:
- Explore the reasons why conversations don't always produce the desired results, and discuss the consequences of avoidance
- Identify how to spot potential problems early and hold the conversations that stop them escalating
- Review the mechanics of a productive conversation
- Discuss strategies for managing the emotions that block communication
- Assertively challenge negative or destructive behaviour

Managing Performance

Course Outline

This one day course focuses on the essential skills and knowledge to motivate and manage other people to achieve their best performance. It will explore the link between effective performance management and business results. It will not focus on the procedural elements of managing performance, so please talk to us if this is what you are looking for.

This course looks at how to effectively work with all types of performers (poor, average and high) to help them feel motivated to succeed.

Who is the course for?

This course is aimed towards any manager who wants to extend their skills around managing performance. It is equally relevant to new managers and those who are already managing but may be having specific issues with their teams.

What will it cover?

- The link between motivation and performance including practical approaches for managing differing performance levels
- Why people tend to focus on the wrong thing in performance management
- What to do when talking to people about what's gone wrong doesn't work
- How to establish a clear line of sight between organisational and individual goals
- Common reasons for poor performance and practical approaches to deal with them
- Why you shouldn't be too quick to blame people for their poor performance, and where else to look to improve the situation
- Why you should stop focusing on trying to change attitudes
- The reasons why developing average performers can be the hardest task in performance management
- Effective ways to develop your top performers and stop them from getting demotivated

Appendix 2

People Management Policies

Course Outline

This course is designed to enhance managers' confidence with PCC's people management policies, and will provide an overview of those policies in a practical context.

Who is the course for?

This course is aimed towards any manager who wants to become more familiar with our people management policies. It is equally relevant to new managers, and those who are already managing, who want to refresh their knowledge. If you have a specific problem please don't wait for this course; get in touch with us now.

What will it cover?

An insight into the rationale that supports PCC's people management policies.

A practical exploration of the key people management policies;
- Recruitment and Selection
- Employee Induction /Probation
- PDR (Personal Development Review)
- Team Relations
- Performance & Capability policy
- Disciplinary policy
- Grievance policy
- Managing Absence
- Flexible Working and Leave
- Health & Safety / Wellbeing
- Conduct
- Dignity at Work

Team Building

Course Outline

This is a session that is tailored and scheduled to your needs. You might have noticed difficulties in your team, like a lack of effective communication, concerns around performance or morale. You might just have a sense that things are not as good as they could be with your team. Alternatively, you might be performing well and want to spend some time thinking about how to further improve and develop.

This session will be exclusively for you and your team to talk about challenges and issues and find a way forward. We will work with you before to define the content to make sure that you get the most out of it.

Before the session, we will ask you and your team to complete a questionnaire to give feedback on how well they think the team are performing in the following areas:

- Purpose and direction
- Team Leadership
- Understanding differences
- Processes
- Communication
- Relationships

This questionnaire generates a team profile that we use to work with you to define the content.

To arrange this session, please call us directly on 023 9268 8551

Who is the course for?

This session can be created for any manager who feels that their team would benefit from some facilitated support.

What will it cover?

The specific content of the session will be developed in consultation with you as the manager. Indicative content might be:

- How to improve motivation and engagement by giving your team a clear line of sight between their work and bigger goals
- Appreciating the strengths of others in the team for better team working
- Defining better ways of problem solving and decision making
- Reviewing your processes with the experts who operate them
- Dealing with conflict within the team
- Developing self-awareness
- How to develop better communication systems between team members

Performance Development Reviews

Course Outline

This session has been designed to support managers to undertake meaningful PDR's for their team members. It recognises the changes to PDR process and explores the skills needed to make this a valuable experience for the individual and the business.

Who is the course for?

This course is aimed towards any manager who wants to extend their knowledge around carrying out meaningful PDR's. It is equally relevant to new managers and those experienced managers who want to develop and refresh their knowledge.

What will it cover?

- The importance of PDR's to our organisation
- Why good PDR's need good preparation (from both parties)
- The flexibility of the new process (how to create the right PDR for your team member)
- The proportionality of the new process (knowing the role and knowing the individual)
- What does it take to make it meaningful?
- Why don't team members always recognise that they've had a PDR
- Setting and reviewing goals
- Recording the event