

## Review of existing usage with each Service

**1.Introduction** The process of meeting each Head of Service or nominated representative was undertaken throughout August and September. Jan Paterson undertook the meetings from the HR perspective and whilst encouraging each head of service to state their own needs every effort was made to consider:

- how the existing policy and process used within their service met the service needs and how they could be supported within a corporate policy.
- ideas for change and improvement.
- review of schemes already adopted across their service to add to the PCC wide information

1.1 Two services are yet to be seen as their preference is to include all the SMT. However it is known both services already have high compliance and have worked to ensure all individuals in their service are clear as to the business plan objectives and their individual contribution to service delivery in terms of quality and productivity.

## 2.General Feedback

2.1 All services agree there is a need for managers to interact with their staff in a way that allows two way feedback and ensures the individual understands the way the service is working and how their work helps in achieving the overall plans for their service.

2.2 Most services believe the existing policy can continue to deliver what PCC needs in a very general way but more specifically it is felt each service may well need a different approach to meet their business need. Such differences were also be evident within some services. The results within Housing Management were rather different where the constant presence of the manager within the work has allowed individuals to feel they understand the work and their role within it without the need for PDR interviews. This finding that each service needs somewhat different provisions is in line with best practice, where findings indicate staff appraisals or in our case Personal Development reviews help improve performance and engagement.

2.3 It is essential to recognise that whilst there is a need to accept different schemes according to the service delivered it must also be recognised that the style of management adopted by the service heavily influences how performance and development management can be successfully undertaken. Consequently the Housing Management process of discussing performance, methods of service delivery and individual development needs if they exist, whilst also exploring and

ensuring understanding of how the service operates can be accepted as best practice in their particular circumstance as can the more structured system operated within IS.

2.4 There is a clear need to offer a variety of forms and for a loose agenda to be followed during PDRs so that design of forms can be simple this can be met if each service develops any forms to be used to meet their own needs.

2.5 Monitoring of the success of each system adopted across PCC is necessary to ensure the system introduced provides a quality measure of performance.

### **3. Service Operation of Performance Management**

#### **3.1 Revenues and Benefits**

Managers believe the operation of PDRs must be consistent within their service and should be widened beyond the obvious job role to cover customer service. The service tries not to make the PDR a big event but a rollup of the 1-1s held throughout the year. There is linking to the business plan and some itemised individual development highlighted.

Currently there is some worry about the form used and some individuals report the explanatory notes rather than being seen as a means of explaining the process and making it simple actually causes some uncertainty for some individuals. There should be a good dialogue throughout all the performance management meetings and there is opportunity and could be more formal process considered of potential career development and succession planning.

#### **3.2 Culture**

Eight of the small units achieve 100% and are happy with the process. There has been some comment that the processes are too complex and the forms should be simpler with less questions and areas for discussion. It has been difficult to glean the feedback from the larger sections especially as some have had reviews each year over the past few years.

The service is looking to offer managers more opportunity for feedback and for staff to also be encouraged to comment and feedback more freely.

Some concern as to the point of completing PDR development forms and what use is given to them. This comment is made both within the service and once forms reach HR.

#### **3.3 Asset Management Service (AMS)**

PDRs are in evidence across AMS work is needed to get the process embedded into the service and this will be part of the focus as the service is reviewed. Any system should reflect the concept of one council and one service and not allow continued

operation of mini silos. If values etc are adopted then the system should reflect that. The service is now reflecting a desire to develop and move forward to meet the organisation need. Ideally any system should reflect flexibility and team work as these are key features needed in AMS.

Head of Service did not want scoring to be adopted as he felt that worked only where PRP operated and the whole process easily became tainted.

Currently he felt the service managers were “making do” with the forms and they needed to be made simpler.

The link from 1-1, and team meetings and PDRs is supported and should be retained.

### 3.4 Planning

This service has a system of performance management that totally complies with the current policy and the managers and staff have slightly adapted the use of forms to suit the current needs. Consequently the ability to have service specific or tailor made forms will be welcome.

Head of service believes the priority is to reflect the conversation and prior to the meeting there needs to be a degree of self reflection for the most successful conversations. However as the 1 – 1s are undertaken in a planned and organised manner he does not believe the any fear or worry is experienced by staff regarding PDRs. He believes if managers know their staff there will be no difficulty experienced in gaining confidence and buy in of staff. Head of Service acknowledged the size of the service and the teams makes it easier for daily interaction.

The process currently flows from the business plan and after Hof S has had their PDR. Rollout this year was August to September. The service management team supports the guiding principles and values and behaviours and believe they reflect how their job is delivered.

### 3.5 Housing Management

The whole service is now managed according to system thinking approach. Many reviews have now taken place and service improvements have resulted. A key change is the presence of managers “in the work” on a daily basis. This has enabled problems and feedback to be resolved as they are needed and gradually over time staff have become confident they can discuss their issues and development needs with the manager in the work. This has led to a marked reduction in the requests for PDRs.

Where action regarding poor performance is needed then formal meetings are set up and the meetings are minuted with clear areas for improvement identified.

### 3.6 Community Housing and Regeneration

As a result of a number of sections moving into the service H of S feels there are some differences in the way PDRs are run. He believes the form needs to be reviewed with more space available for free text. He supports the need for review of competence and for a review of behaviours and that the PDR conversation needs to consider expectations.

Timescale for the PDR process creates some confusion as some areas of the service are dependent upon external grant funding. Therefore PDR completion at the end of August is most realistic for some.

We discussed the potential for building on the LaMP programme and incorporating feedback on behaviours and attitudes in addition to professional skills. Alan supported this as a means of rejuvenating the management development activities and supporting service delivery activity.

### 3.7 Community Safety and HIDS

The Head of Service supports the utilisation of the PDR process believing it puts a full stop on the year. The service tries to use PDR to celebrate success. It is however relevant to discuss known frustrations and how to move forward. Seen as an agreement for the new year.

It is a useful process to reflect on self and performance Discuss what is needed next year from own perspective and from organisations. Believe the PDR process can begin in January when the new plan is being developed. By April all should have had their PDR ready for the plan to be delivered. Forms should be available as a guide and certainly junior managers find them a useful framework.

Behaviours is a gap in the mix of available areas for feedback and Head of Service is interested in some element of 360 being developed.

### 3.8 Transport and Street Management

There is no link to the publication of the business plan but rather to a cascade down following Head of Service attending their own PDR. Simon has been a strong advocate of the process and this is now adopted throughout the service. This annual cycle will see the newer parts of the service brought into line.

Strong message regarding there being no surprises and some evidence the process has not been used well in the past. Discussions held will cover performance, relationship management, challenges ahead and personal development .

TSM managers like a template but it can be more simplistic than current .

### 3.9 Adult Social Care

Generally all managers do one to ones which are found to be useful in terms of performance management and ability to refer back. Opinion is divided as to whether PDRs are needed as the use of monthly supervision and maintaining of records could override this need. Team managers like them. They support the staff development portfolio that is used within ASC. The head of Service PDRs are still valid in homes and throughout ASC on an individual basis as they allow round up of year and congratulation on achievements.

Also feels the service needs to maintain flexibility in forms and be able to adapt them to suit the job role and complexity.

Basis for process as outlined in existing policy is maintained, there are no surprises and work is needed to maintain the quality of the process within the homes. This is being looked at by a senior manager.

### 3.10 Audit and performance management

The nature of the job roles means they and the staff are well suited to PDRs. 100% compliance. They use the prescribed form and it works well. 1-1s are embedded in the management process from H of S all the way through the service. Some degree of team appraisal is in place as they have some objectives as a group across the various disciplines.

Most PDR activity flows from the business plan onwards and the service is largely content with the current process.

### 3.11 Finance

PDRs are operated throughout the service. They ensure the flow reflects the business plan and follows the current system. Personal development is offered throughout the service to ensure the professionalism of the service and succession planning and feedback is given regularly. The forms are used as best they can and gaps are left where elements are not valid.

In discussing the standards required HFS noted there were previously standards adopted for managers and has provided copy for future reference.

### 3.12 IS

A system has been introduced for IS this year for use throughout the service that allows some degree of rated feedback on both performance and behaviours and attitudes. The business plan provides information on where the service is going and objectives are set linked to that but also with personal development objectives. An attitude and behaviour assessment is undertaken based on a mixture of manager feedback and that obtained from other managers, customer and staff. The

information obtained from others is used as one basis for the discussion that forms the PDR.

The full explanation of the system as used by IS is covered at Appendix 3. This should be viewed as a potential tool for other services to consider as to whether suitable for amendment and adoption by their service.

### 3.13 Children's Service

This is led by a totally new management team including a new Head of Service. The management team supports a strong performance management process as is needed to meet the inspection requirements of the service. The potential to develop behaviours and attitudes is seen as attractive as is using the 360 degree feedback introduced in the LaMP process. Such changes will help move the service forward into the major changes anticipated in the next few years.

### 3.14 Children's social care and safeguarding

The service already has a strong supervision protocol and the need to maintain a more formal PDR process will be driven by the inspection process to which they are subject. The service has a very new management team and that together with the recent service reviews has led them to conclude a formal adoption of behaviours and attitudes will help the service move toward a new way of working.

### 3.15 Customer, Community and Democratic Services scheduled 10 October

### 3.16 Legal scheduled 10 October