



Essential Reference Paper B

PDR

Performance Development Review

Guidelines

April 2016





Purpose

The performance development review (PDR) is a two-way process designed to discuss and record an assessment of performance, giving recognition of performance and contribution; and to look back on what has been achieved. The review is an opportunity for an overall look at work content, work load and volume of work. Previous objectives will be reviewed and revised and new objectives will be agreed as a consequence of changing priorities and service plans. The review process also provides the opportunity to identify learning objectives and training and development needs.

Benefits for the manager

- Strengthens the relationship between the manager and the employee
- Improvements to the service as a result of employee's ideas
- Improved workforce planning and workload management as a result of knowing employees' motivations/aspirations

Benefits for the employee

- They gain feedback on how they're doing and recognition of their efforts
- They have the opportunity to contribute to discussions about their training and development needs
- The employee learns precisely what is expected of them and how their role contributes to the success of the team and of the council
- Any issues regarding their performance can be recognised and addressed

Benefits for the council

- Managers are given the opportunity to explain the strategic direction, priority outcomes and corporate values to employees and provide clarity on the links between the council's and employees' personal objectives
- Managers have the opportunity to review how employees' strengths can best be utilised across the council
- Enhancement of communication through a discussion of employees' ideas and expectations

Commitment

The council is committed to the PDR process and achieving a 100% completion rate. In services where PDRs are not completed, Heads of Service will be required to explain to Members at the Human Resources Committee why this is.

Managers who do not complete PDRs for their employees should not be rated higher than 'Opportunity for Improvement' in their own PDR.

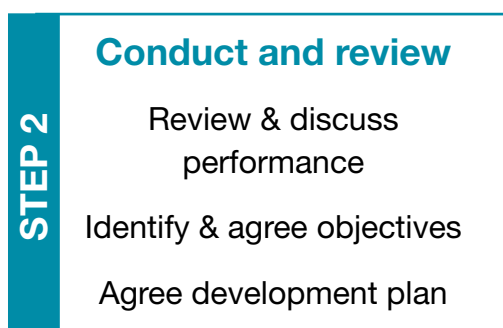
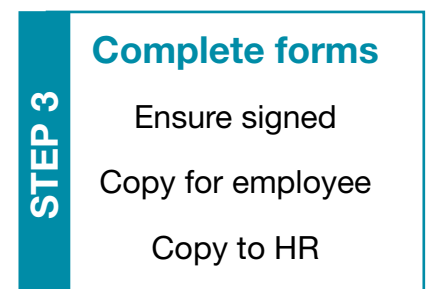
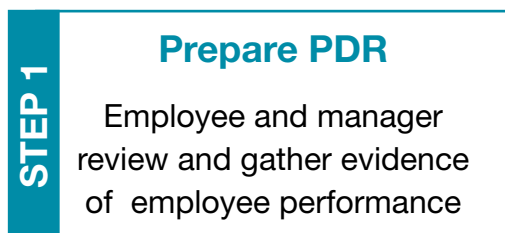


Process

The PDR is a continual process outlined below:

- Self-review, allowing the employee to comment on their own performance and contribution in achievement of objectives.
- One annual performance development review meeting with the manager between January and March. The meeting can take place at any point during this three month period to fit with the demands of the service.
- Use the review to discuss performance, behaviours, progress, contribution and development against previously set objectives, workload and volume.
- Have new performance objectives set, starting in April each year, identify learning and development needs and to discuss career aspirations.
- Have informal catch-ups and hold at least three formal 121s during the year to discuss any issues arising and review how the employee is progressing towards his/her objectives.

Performance Development Review process



Performance Development Review meetings

Between January and March a PDR meeting should be carried out between the manager and employee.

The PDR form should be used to:

- act as a discussion document during the meeting
- record the PDR discussion and the agreed outputs
- monitor the employee's performance and achievement against objectives, service plans and the council's values and behaviours
- gain an overall view of work content, work loads and volume of work
- record the employee's learning and development objectives achieved

The form should be completed as follows:

Section A: PDR Preparation form

To get the best out of their PDR, employees need to spend time preparing for it. The questions in the next section will help employees to review their work over the previous year and think about what they will aim to achieve in the coming year.

In advance of the PDR meeting the employee should download the PDR form from the intranet and complete the PDR preparation form. They should then email the form to their manager at least one week before the meeting.

The employee will need to refer to the previous year's objectives, their job description and any other relevant documents in considering the questions on the form.

In thinking about their work over the previous year and planning for the future, it is helpful for employees to give some thought to the things that affect how they work and what can be done to improve their effectiveness in their job.



Factors that may have affected your work

- Changes which have taken place throughout the year, i.e. to their original objectives, new projects, systems or training new staff
- Resource issues, i.e. have there been problems with systems/processes
- The way the team works and any discussions, which have taken place at team meetings
- Any absences from work which have affected productivity
- Any health issues or other setbacks, which have occurred during the year
- Any other issues, such as undertaking further education.

Reviewing your current role and performance

- Am I clear about what is expected of me in my job?
- What should I be aiming to achieve?
- What have I done particularly well in the past year?
- What have I not done so well?
- What obstacles have I met?
- What could I do to improve my performance?
- What could other people do to help me improve my performance?
- Have I received the appropriate level of support from my manager?
- How do I contribute to the team? Am I flexible, contribute ideas and cover for other members of the team?
- How do I think I have performed this year compared to last?
- How have I supported the service plan and the council's priorities?

Your personal development plan

- What needs were identified and included in my development plan at the last PDR?
- Which of these have been met and not met during the past year?
- What other skills do I need to develop to do my job better?
- How do I think I could develop them?
- Do I need to improve my basic skills; literacy, numeracy and ICT?
- What skills will I need to develop to meet my objectives this year?

Your longer term development plans

- What part of my job interests me the most?
- What part of my job interests me the least?
- What do I wish to be doing in the future?
- Am I ready to study for a formal qualification?
- I am already studying, how can my potential be developed as I learn more?



Section B: PDR record form – Looking back

The manager should use the PDR preparation form to lead the discussion at the meeting, commenting on achievement of objectives, performance and contribution. The manager should also review the employee's understanding of the council's priorities, the service plan, and the impact of learning and development objectives. In addition, managers should review with the employee how they have demonstrated the council's values and behaviours using the East Herts Values and Behaviours supporting document for guidance.

Following the meeting, the manager should complete the 'Looking back' section, summarising the discussion and comments raised at the review. The manager must also complete the performance rating following the review. A rating must be given to enable the PDR to be recorded as complete. A PDR that is not rated will be returned to the manager to be rated.

Ratings	Guidance -people at this level are likely to:
Exceptional Performance <ul style="list-style-type: none">• Someone who is regarded by others as being excellent at their job, a good colleague to work with, and a role model for others.• They consistently display excellent levels of enthusiasm, motivation and commitment.• They constantly push for and undertake tasks that will challenge them.• This is the type of person who would be capable of doing a higher grade job and/or who might be difficult to replace if they were to leave.• They can lead and inspire others regardless of whether or not they are managers.• They go above and beyond in demonstrating all of the council's values and behaviours	<p>Skills, knowledge and experience – skills, knowledge and/or experience which may be in excess of that required for the role, and are willingly used for the benefit of the council.</p> <p>Achieving results – achieved results in excess of those required, and done so efficiently and with economy.</p> <p>Impact on others – proactively helped others to fulfil their potential and are seen as an excellent role model.</p> <p>Learning and development – proactively sought ways to develop themselves and others.</p> <p>Handling change – instigated change which has benefited the service, or proactively helped others to adapt more easily to change.</p> <p>Quality of work – actively sought ways to improve the quality of their own work and those around them.</p> <p>Customer service – delivered excellent customer service whether internally or externally.</p> <p>Attendance – good attendance and commitment to the council.</p>

Ratings	Guidance -people at this level are likely to:
<p>Exceeding Expectations</p> <ul style="list-style-type: none"> • Employees at this level do their job and do it well, and they frequently go above and beyond the standard required. • They regularly display high levels of enthusiasm, motivation and commitment. • They are actively interested in taking on tasks that will challenge them. • They go above and beyond in demonstrating some of the council's values and behaviours. 	<p>Skills, knowledge and experience – all the required skill, knowledge and experience needed to do their job and willingly use these for the benefit of the council.</p> <p>Achieving results – achieved results in excess of what was required.</p> <p>Impact on others – a positive impact on others.</p> <p>Learning and development – proactively developed their own skills.</p> <p>Handling change – positively embraced change in their own role.</p> <p>Quality of work – produced work of a consistently high quality.</p> <p>Customer service – provided a good level of customer service.</p> <p>Attendance – good attendance and commitment to the council.</p>

Meeting Expectations

- Employees at this level are reliable and dependable, and consistently do their job to the required standard.
- They display good levels of motivation and commitment to ensure delivery of objectives.
- They show expected practice in demonstrating all of the council's values and behaviours.

- Skills, knowledge and experience** – all the required skill, knowledge and experience needed to do their job and willingly use these for the benefit of the council.
- Achieving results** – achieved their objectives.
- Impact on others** – a positive impact on others.
- Learning and development** – developed their own skills e.g. through attendance on courses selected for them by their manager.
- Handling change** – responded to change as required.
- Quality of work** – produced work which meets the standard required of the role.
- Customer service** – provided a good level of customer service.
- Attendance** – good attendance and commitment to the council.

Ratings	Guidance -people at this level are likely to:
<p>Opportunity for Improvement</p> <ul style="list-style-type: none"> • Someone who has done most of their job to the required standard, but for whom some improvement is needed. • They show inconsistent levels of motivation and/or commitment. • They need some development in demonstrating the council's values and behaviours. 	<p>Skills, knowledge and experience – most of the skills needed to do their job. Some training may be indicated by lower than required levels of productivity, or errors made through lack of experience or care.</p> <p>Achieving results – achieved most of what was required of them, though sometimes only through close monitoring or supervision.</p> <p>Impact on others – some negative impact on others but only occasionally.</p> <p>Learning and development – reluctantly attended or not participated effectively in development activities.</p> <p>Handling change – passively resisted or not engaged with change e.g. they have ignored new ways of working and had to be reminded of new procedures by their manager.</p> <p>Quality of work – produced work which requires checking by others because of the possibility of error.</p> <p>Customer service – on occasion, failed to provide service which service users, colleagues or managers feel is of the required standard.</p> <p>Attendance – poor attendance and/or lack of commitment to the council.</p>
<p>Immediate Improvement required</p> <ul style="list-style-type: none"> • There are serious concerns about the employee's ability to do their job. Significant improvement is needed if employment is to continue. • They have a poor attitude to work. • Employees at this level would already be being formally managed under the Managing Performance Policy. • They need development in demonstrating the council's values and behaviours. 	<p>Skills, knowledge and experience – serious gaps in their skills, knowledge experience that prevents them for carrying out key elements of their role.</p> <p>Achieving results – failed to achieve the results required despite being offered help and support.</p> <p>Impact on others – a negative impact on others which disrupts the service.</p> <p>Learning and development – not engaged with learning and development e.g. by repeatedly failing to attend training events.</p> <p>Handling change – actively resisted change.</p> <p>Quality of work – produced work which is of poor quality that required reworking or which generated complaints.</p> <p>Customer service – not provided customer service to an acceptable standard on a regular basis – complaints may have been received.</p> <p>Attendance – poor attendance and/or lack of commitment to the council.</p>

Section C: PDR record form – Looking forward

Following the review of the previous year's performance, new performance and learning and development objectives should be set for the coming business year.

These should be documented in the 'Looking forward' section of the PDR form. This section should be completed by the manager.

Objectives should be SMART and linked to service plans and corporate objectives and priorities.

The form should be completed as follows:

- New performance objectives should be identified and recorded, detailing success measures, timescales and supported needed.
- It is recommended that a minimum of four but an average of six objectives be set, although more or less can be completed dependant on the role.
- New learning and development objectives should be agreed. These should be reviewed at 121s to take into consideration the council's corporate learning and development plan.

Identifying development needs

The development planning discussion has two parts: short-term (the here & now) and long-term (career aspirations).

The council is committed to taking a more planned and strategic approach to managing its workforce. This means the identification and nurturing of employees with the right skills, attributes and ambitions to develop further.

The PDR meeting is an opportunity to explore the learning and development needs of employees which will enable them to meet the objectives, targets and standards which have been agreed.

When discussing development needs, managers should make reference to service plans, statutory/legislative requirements and corporate policies as well as objectives set for the forthcoming year.

Learning can take place in many ways; the following is a guide to some of the learning solutions you may want to consider:

- Corporate training courses
- Coaching, mentoring and work shadowing
- E-learning



Career Aspirations

This section is to support employees who wish to think about their career opportunities within the council or wider public sector. This will support the council's workforce plan and succession planning.

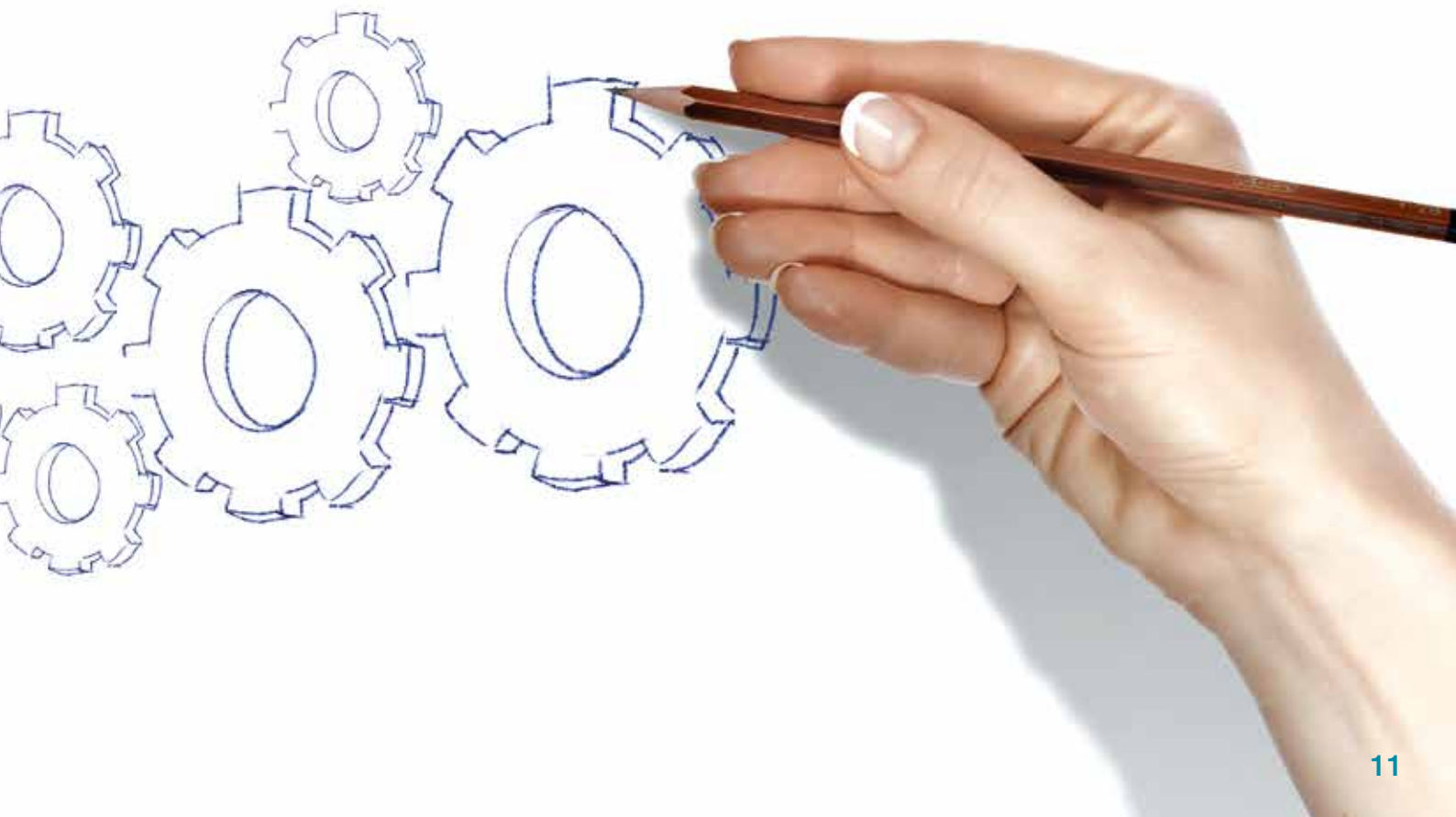
In supporting long-term development, consideration should be given to the following:

- What could be learnt or developed in the employee's current role that could contribute to their aspirations?
- Could the employee study towards gaining a vocational qualification?
- Could shadowing or a secondment in another service help the employee?
- Could voluntary work be useful in contributing to long-term goals?
- How could the development activities benefit the service/council in the long-term?

By the end of the discussion the manager and the employee should be able to establish what actions each will take to work towards those objectives. Further advice on development can be sought from the HR service.

Approval Process

- After the meeting the manager must send the form to the employee to comment on and they can discuss with the manager should any amendments need to be made.
- On agreement of the form, the employee and manager should electronically sign the form and email it to the Head of Service for final sign off.
- Once approved, the Head of Service should email the form to HR to be retained on the employee's personal file. This will allow the form to be accessed by the employee, manager, Head of Service and HR.
- Should agreement not be reached, an appeal process should be followed.



Appeal process

If an employee is dissatisfied with the outcome of their performance development review they have the right to appeal. However, they must discuss their concerns with their manager in the first instance.

The PDR Appeals Process is available on the intranet.

Training on PDRS

Annual training/briefing sessions for managers and employees will be held as part of the council's Corporate Learning and Development Plan.



Training

121 Meetings

Communicating effectively and regularly with employees is an important part of a manager's role. Good communication with employees can result in enhanced levels of employee engagement and motivation and can increase performance and productivity.

It is essential that managers communicate effectively with employees about what is expected of them in their role and the standard of conduct expected at work. It is especially important where employees work from home or remotely either some or all of the time.

It is recommended that managers hold at least three 121 meetings during the year with their employees to discuss any issues arising and review how the employee is progressing towards his/her objectives. However where practicable, employees will have more frequent 121 meetings with their manager, ideally monthly.

Managers should give the employee constructive feedback on their performance, celebrate their successes, and review areas for improvement. Performance is as much about behaviours, personal style and approach to work as it is about achieving objectives, so these should also be discussed. The feedback should be as specific and practical as possible, using examples to illustrate. This will help to ensure that the employee understands the elements of the role where he/she is meeting or exceeding expectations and the areas where they need to develop.

The manager may also want to use the opportunity to discuss any other relevant issues, such as the employee's health and well-being, working environment, learning experiences and evaluation, suggestions for improvement etc.

Regular and effective 121 meetings will ensure that there are no surprises in the PDR meeting. If during 121 meetings indications are showing that the PDR performance rating is likely to be less than 'Meeting Expectations' then the manager should consider setting a performance improvement plan as outlined in the Managing Performance Policy.

It is good practice to make notes of 121 meetings held with employees, particularly any agreed outcomes or targets for improvement. If performance issues develop, these records will allow the manager to proceed to formal action at a later date. Managers can choose to keep notes of 121 meetings in whatever format they prefer but there is an optional template 121 form available that managers can use to document their 121 meetings if they wish to.

Advice

Should further advice or support be needed regarding the PDR process, please contact a member of the HR service.







April 2016