

# PERFORMANCE DEVELOPMENT REVIEW POLICY

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## **SECTION 1: GENERAL GUIDING PRINCIPLES**

### **POLICY STATEMENT**

Chesterfield Borough Council are committed to supporting every employee to reach their potential and achieve their learning and development goals, which in turn will assist the council to achieve its objectives. The overall aim of the performance development review (PDR) process is to maximise the effectiveness and potential of each member of staff so that the council successfully achieves its vision, priorities and values.

The PDR policy is an integral part of the council's performance management system. The review is a formal process centred on an annual meeting of each employee and their line manager to discuss their work, supplemented by regular reviews and supervision meetings. The purpose of the meeting is to provide a comprehensive review of progress and development for individuals and to set objectives for the following year. These should align individual employees' goals and objectives with the council's goals and objectives.

Overall the PDR policy should ensure that the council has a clear, consistent and fair approach to reviews which aims to:

- Maximise performance
- Reinforce the council's vision, priorities and values
- Acknowledge good performance
- Set objectives for the year ahead
- Encourage staff development

Completion of the documentation will record the employee's overall contribution to the council's priorities and values of Chesterfield Borough Council and will help employees benefit as much as possible from the PDR process.

This policy is issued by way of guidance on the council's policy and practice. It does not form part of an employee's contract of employment or otherwise have any contractual effect.

### **SCOPE**

The policy shall apply to all council employees, regardless of their status ie temporary, permanent or zero hours.

The policy does not apply to contractors, consultants or any self-employed individuals working for the council. Arrangements are in place for providing feedback on performance in respect of staff employed through agencies.

### **PRINCIPLES**

The PDR meeting is only a small part of a process which continues throughout the year during regular reviews (at least half yearly) and supervision meetings. Managers and employees should continually and regularly review progress against agreed goals, make adjustments where necessary and recognise achievements.

It is a manager's responsibility to support individuals in becoming the best they can be. Continual improvement of performance however is the personal responsibility of each individual. Although managers are there to guide and advise staff, the real drive to develop skills and raise performance at work must come from each and every individual.

PDR's should take place between the employee and their line manager on an annual basis between March and May.

Each year, each employee will take part in a meeting with their immediate manager to discuss aspects of their work performance. The objective of the meeting will be to review the previous year's achievements and to discuss any future training, development and career planning relevant to the individual and to the council.

Continuous and constructive dialogue throughout the year between the manager and the employee should inform the content of the meeting, therefore at the PDR meeting there should be no surprises, and the outcome of the discussion should be a clear plan for both participants in terms of taking action to ensure that the employee is enabled to achieve their full potential in the work that they carry out for the council.

Where employee's have performed well this should be acknowledged straightaway. Likewise, where performance does fall below expectations this should be dealt with by the manager when it comes to their attention and not left until the next PDR meeting. In certain circumstances this could mean dealing with unsatisfactory work performance related to skill and/or aptitude through the capability policy to help and encourage staff to achieve and maintain the appropriate standards that the council expects of all its employees.

The PDR should focus upon SMART objectives so that the effort it demands from both employees and line managers can be directed towards specific outcomes.

The benefits of a PDR in terms of improved communication and enhanced performance, both for the individuals involved and for the council, will be achieved only by the continuous commitment of all those involved in the scheme.

## **SECTION 2: PROCEDURE**

The PDR should provide a platform for managers and their direct reports to review aspects of job performance on a regular basis so that each individual is provided with the means to perform their job to the best of their ability, and to make the best contribution possible towards the council's goals. The process should provide clear direction towards personal and the council's objectives, so that each individual is able to achieve their potential, gain maximum job satisfaction and contribute towards the council's success.

The PDR should also add value in identifying individual training, development and career needs. Discussions on such needs should focus upon genuinely assisting the employee in acquiring the relevant skills, knowledge and behaviours (competencies) for them to perform well in their current role. Opportunities for advancement or alternative work may also be discussed.

## **OBJECTIVES**

All council employees will have 4 generic objectives to ensure consistency of approach across the council. There are a set of objectives for managers/ team leaders and another set for employees who do not manage anyone. See appendix A for more detailed information.

All objectives set in the PDR process should be SMART:

- Specific – have a clear outcome
- Measurable – how can the objective be measured
- Achievable & Agreed – are they achievable by the employee and agreed by both parties
- Realistic – what results can be realistically achieved given the resources
- Time bound – specify when the results will be achieved

The objectives should be new tasks which stretch the employee and in 'bite size' chunks. The objectives should be a mixture of corporate, team and individual ones with a minimum of 4 and a maximum of 6 objectives set for each individual. The following scoring system will be used for all PDR's:

| SCORE | SUMMARY                        | DESCRIPTION  |
|-------|--------------------------------|--|
| 1     | Significant Development needed | Fails to meet minimum performance expectations for the role.                                       |
| 2     | Development needed             | Some room for improvement in order to demonstrate a consistent and competent level of performance. |
| 3     | Competent                      | Performs well, contributes and carries out role effectively. Valuable member of the team.          |
| 4     | Significant Strength           | Overall excellent performer who exceeds expectations.  |

### PREPARING FOR A PDR AS AN EMPLOYEE

- Ensure you are available for the date, time and venue set.
- Allow 2 hours in your diary for the PDR.
- Review your own performance over the past 12 months and make notes. It is your responsibility to fully prepare for the discussion, including collating any relevant evidence to share at the discussion to support your self-assessment. Your self-assessment should include how you would score your contribution in each of the areas.
- Review your objectives from the previous years' appraisal. If there are any mitigating circumstances that have inhibited you achieving your objectives, go to the meeting prepared to discuss them.
- Remember this is a great opportunity to have an open and honest dialogue and should be seen as a positive experience.
- Don't be late and do not cancel unless **absolutely essential**.

### PREPARING FOR A PDR AS A LINE MANAGER

- A new manager must have completed the PDR training prior to conducting their first PDR.
- The employee must be given at least two week's notice of their PDR meeting.
- A mutually convenient time, day and venue should be set.
- Conduct the PDR in a quiet place where you will not be disturbed.
- Allow 2 hours in your diary for the PDR.
- The PDR is a review of an individual and should **never** be conducted in a team environment.
- When you send the employee being reviewed an invitation to their PDR remind them of the process on aspire learning and ensure you have their previous objectives to review.
- Ask the employee to consider and prepare for all sections of the PDR, including providing evidence and how they would score their contribution in each of the areas.
- If they have had a previous PDR, ensure you both have copies of this prior to the meeting to allow you to see some context.
- Remember this is a great opportunity to have an open and honest dialogue and should be seen as a constructive experience.
- If there are issues with performance they should have been raised at the time through the capability policy. You should help and encourage staff to achieve and maintain the appropriate standards that the council expects of all its employees across the entire year not just at the PDR meeting.
- Do not be late for the meeting.

- Ensure your colleagues and your line managers know you are not to be disturbed and do not cancel the meeting unless it is **absolutely essential**.

## **THE STRUCTURE OF THE PDR**

- Open the review with a friendly chat to set the climate and relax the person.
- Explain the purpose and scope of the PDR.
- Ensure it is a 2 way conversation throughout the review.
- There are 5 sections to the PDR:
  - Section 1: Review of performance
  - Section 2: Values and behaviours
  - Section 3: Career Development
  - Section 4: Summary
  - Section 5: Mid-year review

### **Section 1: Review of performance**

- Record all learning and development opportunities during the past 12 months.
- Identify whether the individual has achieved the SMART objectives you both agreed the previous year.
- Identify areas of success where those objectives have been met/ exceeded and those areas still in need of development.
- Assess performance for each objective and score (1-4).

### **Section 2: Values and behaviours**

- Within each of the 4 categories identify whether the individual has demonstrated the values and behaviours.
- Identify specific comments to support the achievements or areas for development.
- Assess overall performance for each value and behaviour and score (1-4).

### **Section 3: Career Development**

- Discuss what the individual's career aspirations are; this is not only in order to make reference to their desire to improve or progress but could be a wish to diversify their skills, or develop themselves in a different arena whilst retaining the same status.
- Objectives for the year ahead should be jointly discussed and agreed using the principles above.
- Identify the individual's learning and development needs for the forthcoming 12 months.
- Any learning and development opportunities should focus on the competence and skills identified in the person specification for the post the employee occupies.
- All learning and development undertaken should be relevant to the needs of the employee/ team/ council.

### **Section 4: Summary**

- Employee to review, comment and approve.
- Line manager to review, comment and approve.
- The line manager should submit the completed PDR to their line manager, within 2 weeks of the meeting, for countersignatory comments.
- Any further comments can be added in this section which have not been already covered.

### **Section 5: Mid-year review**

A mid-year review should be carried out for each employee and is an opportunity to review progress against objectives and learning agreed in the learning plan.

## **COMPLETED PDR's**

The PDR form should be completed within two weeks of the PDR meeting and must be kept absolutely confidential. The learning plan will be used to identify learning needs and a training plan for the forthcoming year. The completed PDR form is a working document and as such be continually referred to and reviewed throughout the PDR year.

## **SUPERVISION**

The day-to-day supervision of employees by their immediate manager represents the essence of performance management ;the formal PDR process merely builds on what should be an everyday practice. Managers should attempt to resolve performance shortcomings through day-to-day management practices. It is important that they do not "save up" issues until the next meeting under the formal procedure.

Regular supervision meetings should be held between the employee and the line manager throughout the year. The frequency should be every 4 to 6 weeks as a minimum with a structured discussion to include:

- An active interest in the performance of individuals and teams;
- Feedback on exemplary performance at the time that it occurs, thereby reinforcing it;
- Feedback on instances of unsatisfactory performance by explaining the problem, listening to the individual's side of the story, and explaining what improved performance should look like and how it can be achieved; and
- Remedial action to improve specific instances of unsatisfactory performance is arranged - where, for example, formal training is involved, the issue may need to be discussed again as part of the formal PDR process.

## **LONG TERM ABSENCES**

If employees are absent during a PDR year, objectives and timescales should be reviewed to accommodate the absence where possible. Absences due to a disability or maternity should not affect the overall outcome of the PDR.

## **MULTIPLE POST HOLDERS**

Employees who have more than one post may receive more than one PDR meeting where they report to more than one manager. Where it is reasonable the narrative on an employee's performance from all managers should be combined into one PDR to be submitted.

Where this is not reasonable, for example the posts differ greatly, the main post held will be the PDR which should be completed as a minimum. Any additional PDR's should be completed and submitted to HR.

The main post the employee holds will be the PDR which should be completed by the employee and line manager as a minimum.

## **SECONDMENTS**

Where an employee is on a secondment the managers of both the substantive and secondment position should meet and take joint responsibility to agree the overall outcome of the review period, and take any actions required; this is particularly important where the employee has occupied both posts during the PDR period.

## **CAPABILITY**

It is important that managers deal with unsatisfactory performance quickly and effectively, as any inaction may be seen as condoning the poor performance. The longer the issue persists then the harder it may be to resolve. On-going feedback should be provided to employees through regular supervision meetings and the capability policy invoked if poor performance continues.

## **REQUEST FOR REVIEW**

Any employee who feels that their PDR was unsatisfactory or unfair to them, may ask that their line manager's manager review the PDR with them and the line manager.

## **ADDITIONAL SUPPORT**

Any one requiring additional support during the PDR process should contact HR.

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## Appendix A

### **GENERIC OBJECTIVES**

As part of the commitment to the workforce development and in response to concerns expressed in the employee survey, it has been agreed that all council employees will have 4 generic objectives set for 2017/18 onwards to ensure consistency of approach across the council. There are a set of objectives for managers/ team leaders and another set for employees who do not manage anyone.

A minimum of 4 and a maximum of 6 objectives should be set for each individual. For any objectives beyond the 4 generic objectives these will be **service specific** and must be linked to the service and cover anything not listed in the objectives described below.

### **MANAGEMENT STANDARD OBJECTIVES**

The objective headings are mandatory for all managers/team leaders however the SMART objectives need to be tailored to individual's specific roles relating to the following:

- 1. Health and Safety:** To provide and maintain a safe working environment for all employees, contractors and workers within your team in line with the Corporate Health & Safety Policy. Objectives for a manager/team leader in commercial services is likely to focus on ensuring the safety of all operatives, training on machinery and risk assessments, whereas the same objective for a manager with office based staff would focus on DSE risk assessments and office related matters. As a minimum the objective should encompass the relevant topics from the following list (this is not an exhaustive list):
  - Ensure all staff have been trained to the appropriate level for their role and 100% attend refresher training as required;
  - Ensure all staff are aware of accident reporting procedures and that all accidents are investigated as per the policy within agreed timescales and reported on SHE system within 7 working days;
  - Ensure that suitable and sufficient risk assessments are in place, communicated to staff and are reviewed on a regular basis and always after a reported accident/incident;
  - Tackle causes of injuries and ill-health across your service demonstrating where specific actions have been taken and provide reasonable adjustments in a timely fashion;
  - Take action to reduce the number of days lost due to accidents/incidents within your service area year on year.
- 2. Budget & risk:** Contribute to a balanced budget taking action to deliver services within budget allocation spending wisely, take a balanced approach to risk management and encourage a culture of continuous improvement. The following areas may be appropriate:  
Delivery of service within budget and targets set for increased income or increased efficiencies or % reduction in overtime/agency costs;
  - Ensure all staff undertake mandatory training in specified areas e.g. safeguarding, health and safety, data protection and information security
  - Ensure staff are aware of and adhere to principles of data security, taking action to address breaches of security;
  - Engender a culture of continuous improvement and encourage staff to produce efficiencies and improved ways of working by discussing at team meetings;
  - Develop a service risk register and report against risks on a monthly basis;

- Ensure Data Protection principles applied throughout team and security matters discussed on a regular basis taking action to remedy risks identified;

**3. KPI performance:** To drive up team and individual performance in your service by setting stretching individual targets and objectives, recognising and rewarding high performance.

Objectives would cover:

- Engage all staff annually in the business planning process taking into account the team views on deliverables;
- Achieve all service KPI's and contribute to overall council plan objectives;

**4. Management of employees:** This must include:

- Ensure managing attendance policy followed and warnings administered where appropriate;
- Promote culture of attendance at work by ensuring attendance standards communicated to staff, proactive and supportive management of absence and reasonable adjustments provided where appropriate;
- PDR's completed on time with learning needs identified, apprentice/ up-skilling opportunities maximised and quality performance discussion held;
- Increase employee engagement scores by developing employee survey action plan and taking relevant action to improve results;
- Hold monthly team meetings to communicate core brief from CMT.

### **EMPLOYEE STANDARD OBJECTIVES**

It is intended that employees will have standard SMART objectives that follow from management objectives, therefore all staff will have objectives which should stretch them relating to:

- 1. Health and Safety/ compliance:** this would include their responsibility for their own and others; use of equipment; following correct procedures and relevant risk assessments; ensure workstation appropriately set up; notify manager of health and safety risks if identified; adhere to data protection laws.
- 2. Continuous improvement:** examples could be applying LEAN principles and ensuring efficiencies (financial or service improvements) are continually explored, manage time efficiently; continually identify efficiencies in ways of working; manage budgets appropriately).
- 3. KPI's/Performance:** meeting service related standards and KPI's, meet customer service standard.
- 4. Development:** making sure development needs are addressed to ensure employees are able to continue to develop in their role this would include apprenticeships, IT training, mandatory training and other aspire learning courses.  
If you have any issues in setting objectives or need training or guidance please contact HR for support and advice.