

Date Implemented: 26th May 2006
Date amended: May 2013

Human Resources & Workforce
Development

Guide to the Corporate Performance, Development & Review Scheme

CONTENTS

	Page
Introduction	3
Key Objectives of the Scheme	3
The Scheme in Context	3
The Performance and Development Review Cycle.....	4
Benefits of the Scheme.....	5
Preparing for your PDR – The Employee.....	6
Preparing for the PDR – The Manager	7
At the PDR Meeting.....	8
Records Management.....	10
Diversity and Equality Considerations	10
Disagreements	11
New Starters.....	11
Managing Employee Performance.....	11
Information and Support	11

Introduction

It is the Council's policy that every member of staff should have a formal performance review annually with their line manager, supported by a 6 monthly progress review meeting and regular one to one meetings.

Key Objectives of the Scheme

The scheme offers a framework within which managers and staff can work together to:-

- Assess their work and performance in relation to the level of performance required to undertake their job
- Review past performance
- Set performance objectives and agreed outputs for the coming year
- Discuss the requirements of the Council's Core Values with non-managerial staff and the Leadership and Management Framework with managers
- Discuss the impact of smarter working for the individual/team
- Identify learning and development needs
- Discuss career pathways
- If appropriate, assess the individual against 'Navigate' assessment criteria

The Scheme in Context

The Council is fully committed to ensuring all staff understand the following:-

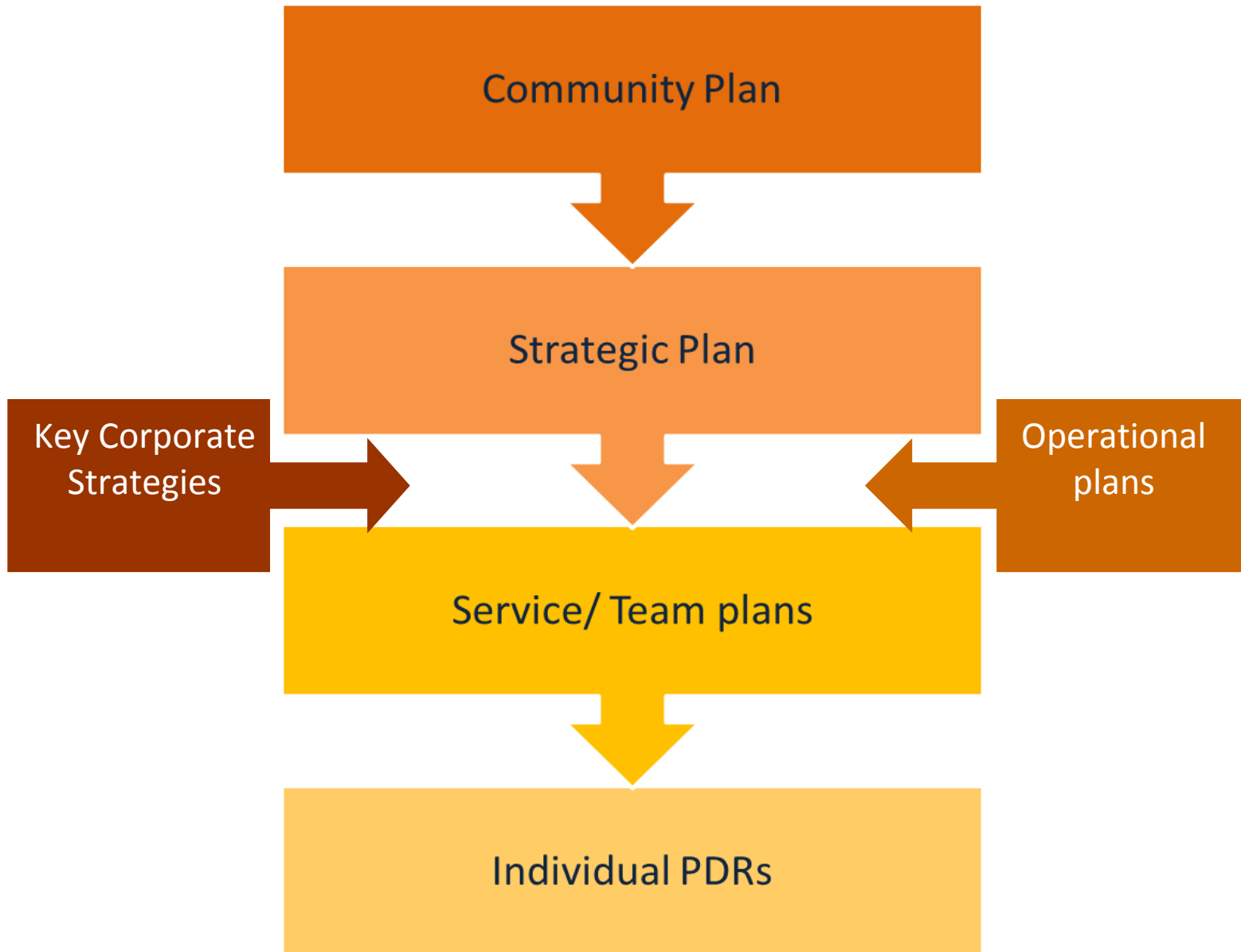
- The main aims, priorities and targets of the Council and their Directorate
- Each member of staff's contribution to the achievement of these.

It is essential that staff are accountable for what they do at a Council-wide, directorate, team and individual level and understand how they contribute to service delivery.

Furthermore the Council is keen for its services to be transparent and more open to outside scrutiny and accountability to service users. It is important that services can demonstrate and provide value for money.

In each directorate the system of work planning starts with the Council's Community Plan. The directorate plan and team plans are then produced setting out in more detail priorities for the services in

the forthcoming year. This is supported by the directorate learning and development plan.



- LDF Core Strategy
- Community Safety Plan
- Children & Families Plan
- Health & Wellbeing Plan
- Third Sector Strategy
- Employment & Enterprise Strategies

The Performance and Development Review Cycle

The Annual PDR Meeting

Each member of staff will have an annual PDR meeting with their line manager between April and June. At this meeting the previous year's performance will be jointly reviewed and new targets agreed for the following year. In addition discussions are to take place that cover the key objectives of the scheme as outlined earlier in this document and the personal development plan will be considered and determined for the next year. The annual PDR takes place between April and June.

The Six-Month PDR Review

Six months after the PDR meeting (November– December), a review meeting will take place to assess the individual's progress against outputs and objectives and to review behaviours in line with the Core Values (for non managerial staff) and the Leadership and Management Framework (for managers).

It may be appropriate to redefine objectives or outputs at this stage if priorities have changed.

The review meeting will also be used to record any development needs identified since the annual PDR meeting and to review and evaluate the impact of the learning and development that took place over the previous 6 months, in line with the Learning and Development Evaluation Framework.

A six month PDR review form is completed as a record of this meeting.

One to One Meetings

One to one meetings should be held on a regular basis (at least one per calendar month) and should be scheduled throughout the year. These provide the manager and employee with the opportunity to ensure progress is being made against priorities and to ensure that learning and development opportunities are being taken up.

A written note of the main issues and decision taken during these meetings should be recorded on the One to One Meetings form

Benefits of the Scheme

The scheme has clear benefits for the Council, managers and for staff.

Benefits to the Council include:-

- Achieving our strategic aims and objectives
- Reinforcing the Council's Core Values
- Promoting good management practice
- Using staff ideas to help plan services better
- Identifying barriers which prevent good service delivery
- Providing a better service to the community through continual improvement of individual performance.

Benefits to Managers include:-

- Providing detailed information on staff development needs so that these can be planned effectively
- Making sure development opportunities are offered to all staff equally
- Enabling managers to provide feedback in a structured format
- Using the Council's Core Values and the Leadership and Management Framework as a tool to feedback on behaviours.
- Enabling managers to ensure communication channels are open

Benefits to Staff include:-

- A clear understanding of what is expected of them, including the importance of maintaining a good record of attendance
- The chance to review what is going well and any problems they may have with their work
- Dealing with issues/concerns in a constructive and supportive way
- Understanding how their work contributes to the achievement of the Council's Strategic, Equalities Action, Directorate, Service and team plans
- Involving staff in setting objectives and targets for their work and discussing their own ideas about their role
- Identifying their learning and development needs with a clear plan stating how these are going to be met
- An opportunity to provide feedback to their manager about the support they are given

- Encouraging self development through regular discussion and feedback
- Increasing job satisfaction through recognition of good performance
- Identifying career opportunities and discussing possible career pathways and progression.

Preparing for your PDR – The Employee

Before you begin preparing for your PDR, you should make sure you have a copy of your job description, the coming years' team or service plan and your PDR objectives from last year.

It is essential that part of the online PDR form (objectives, Core Values, Team Plan and Performance Summary) is completed prior to the scheduled PDR meeting. Any outstanding information is to be recorded following the PDR meeting and then agreed between you and your manager as appropriate. In preparation for your meeting, print a hard copy format to take with you to your PDR meeting. Do **not** submit the online PDR for authorisation until the objectives and outcomes have been agreed.

You should have taken the initiative to think about your learning and development needs and career aspirations prior to the meeting.

Objectives

You should draft at least 5 objectives and outputs for the coming year in line with your team plan. Your objectives must be SMART – specific, measurable, achievable, realistic and within timescales which your manager will review and discuss with you at the meeting. At least one of these objectives should be related to equalities and diversity. These should be related to the objectives in your team or service plan. You should speak to your manager if you need assistance to link your personal objectives to these plans.

You need to review your Personal Learning and Development Plan (PDP) from last year and reflect on how you used your learning in your work.

You also need to consider what is going well and not so well with your job, any improvements you can make and anything else you would like to discuss at the PDR meeting.

Core Values

Non-managerial staff should consider how they have demonstrated behaviours in line with the Council's Core Values and managers should consider how they have demonstrated behaviours in line

with the Leadership and Management Framework. You must demonstrate the behaviours that underpin core values.

Please send your preparation form to your manager at least one week before the PDR meeting.

Team Plan

You will need to have a copy of your team plan. You will need to evidence how your role and the work to do contributes to the achievement of your team plan.

Performance Summary

You will need to evaluate your personal performance in the past 12 months including any strengths and development areas. You may wish to be considered for Navigate initiative- further discussion with you manager will confirm your suitability.

If your manager agrees then you will need to complete the relevant Navigate assessment form available on the intranet.

Preparing for the PDR – The Manager

Arrange a meeting with your employee giving them at least two weeks notice and circulate the objectives and targets agreed at the previous meeting with the relevant forms to the members of staff.

You should ensure you have a copy of the employee's job description, previous year's PDR form and their team or service plan.

Employees need to have completed their online DSE workstation assessment on an annual basis. This information needs to be recorded at the PDR meeting.

You should consider the employee's review of the targets and objectives from last year's PDR and their review of their work generally. You should also consider the review of their learning and development.

As a guide to aid the discussion, it would be useful for you to use the following model:

Must have	Functional- what the individual needs to be effective, productive and efficient
-----------	---



Added value	Capability- what individuals need to maximise their contribution, able to take on new responsibilities and news tasks
-------------	---



Developmental training	Developing potential, what individuals needs to make a sustained contribution
------------------------	---

If the employee is not a manager, you should consider their behaviours in line with the Council’s Core Values. If they are a manager, you should review their behaviour in line with the Leadership and Management Framework. You should consider relevant examples of behaviours, not the full list in the values document or framework.

At the PDR Meeting

Review of Last Year’s Performance

Your manager will set a date for your annual PDR meeting between April-June each year.

The manager will consider the employee’s self-assessment of their performance against last year’s objectives (Section 1) and add their comments.

The manager will then complete a summary of the employee’s overall performance in relation to the previous year’s objectives and discuss any action that is required.

The manager should then review the employee’s attendance record and finally provide overall feedback of the employee’s performance. The appraising manager should also consider their employee’s behaviours in line with the Council’s Core Values for non-managerial staff and the Leadership and Management Framework for managers. **The relevant examples of behaviours should be considered, not the full list in the values document or framework.**

At this stage any learning and development needs arising from this part of the review should be discussed.

The discussion at the meeting should be based on objective evidence. The feedback given by the manager will be made positively and may include constructive critical feedback.

Setting Objectives and Outputs for the Coming Year

The employee will have drafted at least 5 objectives and outputs in line with their team/service plan. The manager will review and agree these after any required changes.

At least one of these objectives should be related to equalities and diversity.

The objectives need to be specific and measurable with time and quality targets agreed by each objective. They need to link clearly to the team plan.

Development Plans

The employee and manager should review the development that has taken place over the last year and evaluate its impact, in line with the Corporate Learning and Development Evaluation Framework

The employee and the manager should jointly discuss the development that is needed to help the employee achieve the coming year's objectives. They should also discuss career progression and professional development needs. This should be linked to the Council's Core Values for non-managerial staff and to the Leadership and Management Framework for managers.

Agreed learning and development plans should be in place at the end of the discussion and a written record completed.

'Navigate' Talent Pool Initiative

The 'Navigate' Initiative forms part of our wider Talent Management Framework. This initiative offers individuals the opportunity of a longer term development plan targeted at career progression.

During the PDR discussion employees who have excelled in their performance may discuss with their manager suitability for nomination onto the 'Navigate' programme. To aid this discussion an assessment criteria should be completed. This can be found in the HR & Workforce Development intranet pages, along with supporting information about the initiative.

Following the PDR meeting the Countersigning Manager will:

- Ensure that managers carry out the annual PDR meeting and six monthly review meeting on time to agreed timescales

- Ensure that the performance management process is carried out in a fair and effective manner by all managers
- Ensure that the discussion around the Council's Core Values and the Leadership and Management Framework has taken place where appropriate
- Resolve any disputes that are referred to them
- Review and countersign all PDR forms
- Consider the upward feedback about the appraising manager to identify whether there are any patterns or issues that should be discussed with the appraising manager.

Records Management

Once you've completed your PDR meeting with your manager and the objectives and outcomes have been agreed, return to the online form, make any changes if necessary and submit the online PDR for authorisation. An approval request email notification will be sent to your manager. Your manager will be required to complete their sections of the online PDR form. It is the responsibility of your manager to agree statements to be made with you at your PDR meeting. You can review them online following the final authorisation.

In addition the Personal Development Plan needs to be completed and forwarded to WD Central Services, Human Resources. This information is required for two purposes:

- To report to Performance Review Group (PRG) numbers of completed PDR's
- To inform the Internal Learning and Development planning process.

Update Objectives

Your monthly one to one meetings are an opportunity to track the progress of your PDR objectives. You will be able to update the status of your objectives at your next PDR review.

Diversity and Equality Considerations

It is important for managers to be aware of diversity and equalities issues that may affect the PDR process. All managers should be aware of how direct and indirect discrimination at work can affect staff confidence, performance and learning and development needs.

The countersigning manager will also consider equalities issues when countersigning the form.

Disagreements

There may be times when a manager and an individual disagree on issues raised during the annual PDR meeting. Where agreement

cannot be reached this should be noted on the relevant section of the PDR form.

On some occasions, it may be necessary to refer the issues to the manager's manager to resolve the problem, who may seek advice from Human Resources.

New Starters

All new starters should have a PDR meeting within three months of joining the Council in order to ensure that they have a clear set of objectives in place.

Managing Employee Performance

The Performance Development Review Scheme sets standards of performance for individual members of staff and provides a framework for identifying and addressing any problems with performance at an early stage.

Where performance remains unsatisfactory, staff performance may be considered under the Council's Standards for Managing Employee Performance.

Information and Support

Training and briefing sessions about the scheme are provided for managers and staff. Contact your HR Business Partner for more information.

The online PDR module will be available via the currently HR Self-Service <https://myview.towerhamlets.gov.uk/live/Portal/>

The updated PDR form for non PC users is also available on the PDR intranet page.

For more information please contact Central Services on 020 7364 6400.