



Managing Performance Through People
Leicestershire County Council's
Performance and Development Review
Guidance

PART A:

PERFORMANCE AND DEVELOPMENT REVIEW

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Introduction and scope

The main purpose of the Performance and Development Review (PDR) is to ensure that all staff working for the County Council have access to a regular discussion about their performance and development needs in relation to their job role.

All staff must receive at least 1 full PDR meeting between January and March each year and at least 1 formal PDR review meeting between July and September. This process is a **mandatory** requirement of all managers who have day-to-day managerial responsibility for staff.

It is important to remember that an effective PDR will provide staff with a sense of direction and purpose in the context of service planning and the Council's objectives. The PDR will also help to motivate individuals to perform well in their role.

To this extent, a PDR will apply to all members of staff including long term temporary (i.e., 6 months and above) and fixed term staff.

However, with regards to casual staff and short term temporary staff, it may be felt that a full PDR is not appropriate or proportionate to the employment contract. Therefore, performance and development needs will be discussed as part of the induction process.

This guide will ensure you have access to the right support, best practice guidance and paperwork to get the most out of the PDR discussion.

Benefits of the PDR

Performance Management is the achievement of the Council's goals through setting objectives, managing and monitoring performance against these objectives, and providing the coaching and development that ensures all staff are equipped with the skills and knowledge to deliver the required results.

The focus of performance management is on continuous development and performance improvement and the PDR process is an essential element of this.

Benefits include:

- Encouraging effective people management and ongoing communication between managers and staff
- Establishing a fair and consistent base so people know what is expected of them
- Helping people to achieve higher levels of performance and be recognised for doing so
- Making sure that people are as effective as they can be
- Establishing greater accountability for delivery of performance, objectives and development
- Implementing a consistent approach across the Council
- Ensuring corporate priorities are included in targets and objectives
- Increasing the focus on 'what matters'
- Establishing closer links between service planning and individual performance

Performance can only be assessed if there is clarity of expectations, and there are evidence criteria against which to assess. Targets and objectives should therefore reflect the corporate,

service and individual priorities, with staff taking responsibility for their performance and for their development needs.

Roles and Responsibilities

In the context of the PDR, the **Reviewer** is the person who conducts the PDR discussion and is usually the Reviewee's Line Manager. The **Reviewee** is the person receiving the PDR.

The responsibility for ensuring a productive discussion takes place at a PDR meeting rests equally with the Reviewer and Reviewee.

Detailed and considered preparation will often determine the success of the discussion. Therefore, before the discussion Reviewers and Reviewees should:

Reviewer:	Reviewee:
<ul style="list-style-type: none"> • Ensure the PDR is conducted within agreed timescales • Organise a mutually convenient time and date (giving sufficient notice) • Ensure enough time is allocated for the meeting and the environment is appropriate • Take time to effectively prepare for the discussion • Give the Reviewee time to prepare and make notes on key areas to be discussed in the PDR meeting • Familiarise them self with the Management Competency Framework (if relevant) • Consider objectives and targets previously set, and the Reviewee's performance and achievements against these targets • Review any learning and development activities undertaken by the Reviewee in the previous period and evaluate the impact • Review the job description and the duties and responsibilities of the Reviewee • Consider any development needs in line with business priorities 	<ul style="list-style-type: none"> • Review their previous PDR paperwork • Review their personal development record and consider how any learning and development activities have impacted on their role/performance • Familiarise them self with the Team or Service Plan and other key plans which may impact on their work • Familiarise them self with the Management Competency Framework (if applicable) • Consider any areas that their manager has advised them will be addressed in the meeting • Reflect on areas of good performance including the way in which they work as well as what has been achieved • Review their job description and the duties and responsibilities of the job • Reflect on any learning and development activities undertaken by the Reviewee in the previous period and evaluate the impact • Consider whether there are areas for performance improvement and if there are any development needs

Conducting the PDR discussion

The discussion is the key element of the PDR. During the discussion, Reviewers and Reviewees should:

Reviewer:	Reviewee:
<ul style="list-style-type: none"> • Ensure the Reviewee understands the importance, purpose and scope of the meeting (including intended outcomes) • Clarify the Reviewee's job role and expectations to ensure the Reviewee understands the context of their role and how they fit into the Council as a whole • Provide the Reviewee with an opportunity to reflect on their own performance first • Provide the Reviewee with constructive feedback regarding their performance* • If there have been instances of below average performance, the Reviewer should be objective and provide constructive examples/evidence to support their views • Consider any potential constraints/ barriers which may have prevented high performance and what the causes might be • Set clear and SMART objectives, targets and standards for the forthcoming period • Discuss development needs required to support the achievement of objectives • In advance of the meeting complete the manager's learning activity impact evaluation tool if appropriate and be prepared to discuss it 	<ul style="list-style-type: none"> • Ensure they understand the purpose of the PDR • Ensure they understand how they 'fit' into the bigger picture of what the Council is trying to achieve • Reflect on their own performance; providing examples where appropriate • Listen to any feedback given and respond in an appropriate manner • Discuss development needs required to support the achievement of objectives • In advance of the meeting complete the participant's learning activity impact evaluation tool and be prepared to discuss it

Records

responsibility of the Reviewer to complete the PDR documentation This should only reflect those points discussed during the meeting.

The documentation should be forwarded to the Reviewee for comment/approval no later than **2 weeks** after the discussion has taken place. At this point, the Reviewee can add any comments they wish to make in the relevant section of the form. The reviewer will also forward the manager's learning activity impact evaluation tool if appropriate.

Once both parties are in agreement with the content, they should both sign and retain copies.

Following completion of the both the PDR and the PDR Review, managers are required to complete the 'PDR Tracking' section on the Oracle Self Service.

It is the

Review meeting

The purpose of the formal PDR review meeting is to ensure that the objectives, targets and standards agreed at the full PDR meeting are on track. It is also important to ensure that the member of staff receives any development that has been authorised as part of the training planning process and that the impact of any learning is evaluated using the impact evaluation tools (see link) .

The outcome of the meeting should be recorded in the PDR documentation.

Where possible, there should be an equal period between meetings and 2 per year is the minimum. However, where it is felt necessary, PDR meetings can be conducted more regularly.

Appeals

On the rare occasions when a Reviewer and Reviewee fail to agree on issues raised during the PDR, the Reviewee has the right to appeal. This appeal will normally be made to the Reviewer's line manager.

The Appeal process should not be used to resolve any issues currently covered by other HR policies and procedures.

Equality and Diversity

It is important that every employee within the Council is aware of the Council's Equality and Diversity Strategy, specifically the key aims of the strategy and how equality and diversity relates to the work of their section and to their individual job role.

Managers are expected to include these discussions within the PDR meeting and identify how individuals through their work can help promote equalities and diversity both within the organisation and through the services they deliver.

For further information, the County Council's Equality and Diversity Strategy 2008 – 2010 can be accessed at (insert link)

Positive Action

The Council is committed to working towards a workforce that represents, at all levels, the community it serves. Ethnic minority and disabled staff are under-represented at management level.

As part of this positive action the Council is providing positive action measures such as management development training, mentoring, shadowing, coaching or other development activity for ethnic minority and disabled staff where they demonstrate an interest in pursuing a career in management.

Whilst these opportunities are available to all staff, special consideration should be given to what development opportunities you can make available to ethnic minority and disabled staff that are interested in a management role at Leicestershire County Council.

PART B:

GUIDANCE FOR COMPLETING THE PERFORMANCE AND DEVELOPMENT REVIEW FORM

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Section 1: Performance against Management Competencies

(If the Reviewee is not a manager of staff, please go to Section 2)

The Management Competency Framework is part of the overall strategy for supporting the development of Leicestershire County Council's managers. The framework defines the core behaviours that all managers across the authority are expected to demonstrate in their day to day work regardless of their specific role. The aim of the framework is to enhance both individual and organisational performance.

The framework is for all LCC managers who are contracted to manage staff and must be used when completing the PDR. The framework comprises three management levels:-

- Level 1 - Managers graded up to 12
- Level 2 - Managers graded 13 -15
- Level 3 - Managers graded 16 -22

This Section should be completed independently by both the Reviewer and the Reviewee prior to the PDR meeting. If this has not happened, the meeting should be postponed long enough to give sufficient time to complete this activity, but with a clear completion deadline.

A full version on the Management Competency Framework can be found on CIS by clicking [<here>](#)

In readiness for the PDR, Reviewers and Reviewees should:

- Familiarise themselves with the framework and the management level.
- For each of the competencies (under the five Management priorities) consider the supporting statements and rate the current level of performance
- Ensure that performance over the whole of the review period is taken into account and give examples/evidence of performance to support ratings.

At the PDR meeting, Reviewers and Reviewees should:

- Discuss the ratings for each of the competencies within the five clusters.
- Where there are differences in ratings discuss the reasons for these and 'agree' on a final rating.
- In the event of not being able to reach agreement, the manager should record the rating which in their judgement corresponds to the level of performance demonstrated.
- For each area make a note of strengths/achievements and agree areas for development.

For further information on the Management Competency Framework and how to use it as part of the PDR process, please see the [<Framework Guidance>](#).

Section 2: Review of previous objectives, targets and standards

In this section, you should refer to previously set objectives, targets and standards by referring to either the team, service or other plans, the management competency framework (where appropriate) and previous PDR paperwork. It is important that Reviewers and Reviewees provide evidence of achievement and comment on whether the objectives were met, partly met or not met.

Consider:

- Were there any barriers preventing completion? If so, what were they?
- If the objective was achieved, how successful was it? (i.e., was it achieved to the standards expected or did it exceed expectations etc?)

Section 2a: Evaluation of the impact of learning activities

In this section Reviewers and Reviewees will discuss how learning activities since the previous PDR Review have impacted on the Reviewee's ability to meet objectives and improve the quality of service delivery.

Section 3: Set objectives, targets and standards for the forthcoming period

There are a number of different ways in which objectives, targets and standards can be set. One method is to start by identifying what you want the Reviewee to do or achieve that reflects both the team and service objectives. 'SMARTER' is the acronym used within the Council for defining objectives as shown below:

Specific

Be precise about what you want the Reviewee to achieve. The objective should be concrete, detailed, focused and well-defined.

Consider:

- Is it clear what the objective is?
- Will the objective impact on other people/areas? If so, are they aware?
- Is it clear how the objective should be achieved?
- Is the desired outcome clear?
- Will this objective actually achieve the desired results?

Measurable

You need to be able to measure the success of the objective - otherwise you won't know whether it has been achieved or not. The assessment criteria needs to be identified so you are able to track progress towards the objective.

Consider:

- How will you know if the objective has been achieved?
- What assessment criteria will you use to measure the success of the objective?

Achievable

Objectives need to be within the control of the individual. The objective should be challenging yet possible to attain. This has to be agreed by Reviewer and Reviewee.

Consider:

- Can you achieve the objective within the proposed timeframe?
- Are there any limitations or constraints which may prevent achievement?
- Can the objective be achieved with the resources you have?

Relevant

Check that the objective reflects the priorities of the team and/or service and is relevant to the main tasks of the Reviewee's role within the Council.

Consider:

- What is the objective linked to (i.e., Service Plan objective)?
- What is the purpose of the objective?

Timely

All objectives need a date for achievement/completion otherwise Reviewees will not know what they are working to. It also helps with interim reviews to see whether objectives are on target or not. Timescales should stretch Reviewees but not be impossible to achieve.

Consider:

- When does the objective need to be achieved by?
- Are there any milestones that need to be set along the way?

Evaluated and Reviewed

It is important that when setting objectives you also consider how and when they will be evaluated and reviewed.

Consider:

- How will you know if the objective is 'on track'?
- How will you determine what the longer term benefits are?

Section 4: Performance against Organisational Values

The Organisational Values are designed to reflect the attitudes, beliefs and behaviours that we value in each other. They reflect both those elements which have contributed to the significant achievements of all parts of the Council, and those things which need to be worked on for the future to both maintain and improve our performance in the changing world of local government.

When discussing this element of performance, it is important for Reviewers to do so in the context of the Reviewee's job role. It would therefore be useful for the Reviewer to consider what the values 'look like' to them prior to the PDR discussion.

For example, what does being 'flexible' mean in the context of the staff member's job role? Does it relate to being able to work in different areas across the team or does it mean being able to pick up new tasks quickly? Unless Reviewers consider and communicate what they expect of staff with regards to the Values, it will be difficult to quantify whether staff are actually meeting them and this can then lead to subjective assessments.

Where staff have particular strengths in this area, these should be discussed with specific examples and then recorded on the paperwork. If it is agreed that there are areas for development, these should also be recorded.

Section 5: Development Planning

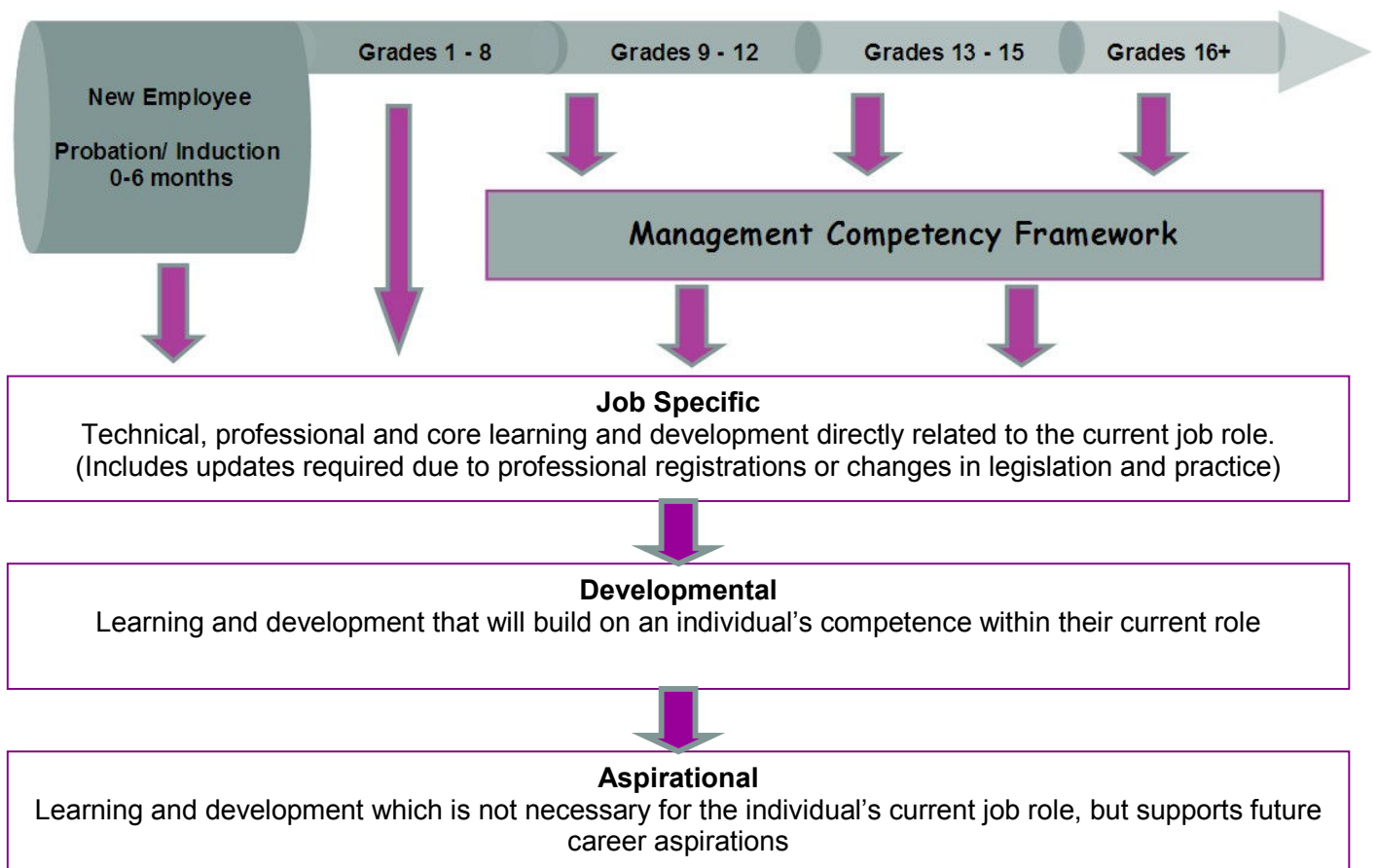
The Council is committed to taking a more planned and strategic approach to managing our people. This means the identification and nurturing of staff with the right skills, attributes and ambitions to develop further. The PDR meeting is an opportunity to explore the learning and development needs of staff which will enable them to meet the objectives, targets and standards which have been agreed.

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

It is important that the full breadth of development solutions are considered when discussing business needs so that the most appropriate and cost effective options are considered. This may require Reviewers and Reviewees to be creative in relation to sourcing opportunities.

The following is a guide to some of the learning solutions you may want to consider:

- Work shadowing/job swaps
- Mentoring or Coaching
- Reading material
- E-learning/Instructor-led training etc



It is important to remember that at this stage, development needs are simply being discussed. Reviewers should therefore manage expectations. The training planning process will authorise priorities across the department (see 'Training Planning' overleaf).

All development needs should be considered in the context of business objectives and the Learning Pathways.

Management Competency Framework

The framework is for all LCC managers, graded 9 and above, who are contracted to manage staff. Please see Section 1 for further guidance

Job Specific Development Needs

Job specific development needs will be those that are essential to the Reviewee's current job role and include legislative requirements (such as safeguarding and equality & diversity).

Developmental Needs

Developmental needs are those which build on the Reviewee's competence within their current role, but are not deemed essential to that role (i.e. time management).

Aspirational Needs

Aspirational needs are not necessary for the Reviewee's current job role, but will support their future career aspirations.

Training Planning

Reviewees should ensure they keep a Personal Development Record of all learning activities. Reviewers should consolidate Reviewee development needs on the Excel Template [<link>](#) which should then be submitted to the Learning & Development Service. All departmental needs will then be reviewed and authorised by Senior Managers.

Section 6: Performance Summary

The purpose of the Performance Summary is for the Reviewer and Reviewee to record their own comments regarding overall performance over the year from each of their perspectives.

This section may also include aspirations for the future. Reviewees are encouraged to write their own comments in this section.

Reviewers may also want to refer to the Corporate and Departmental Reward & Recognition Schemes for outstanding performance achievements.

Section 7: PDR Interim Review Discussion

It should be borne in mind that the Reviewer who conducted the annual PDR may not be the same person who conducts the interim review. Reviewers and Reviewees should assess performance since the last PDR and discuss whether objectives/development is on track.

The notes of this discussion should be recorded.

Please ensure that the date of this PDR Review is recorded on the Oracle Self Service section for Managers under 'PDR Tracking'

Section 7a: Evaluation of the Impact of Learning Activities

In this section Reviewers and Reviewees will discuss how learning activities since the previous PDR have impacted on the Reviewee's ability to meet objectives and improve the quality of service delivery.