

EAST HERTS COUNCIL

HUMAN RESOURCES COMMITTEE – 6 JULY 2016

REPORT BY HEAD OF HUMAN RESOURCES AND
ORGANISATIONAL DEVELOPMENT

PERFORMANCE DEVELOPMENT REVIEW SCHEME

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To outline the changes to the Performance Development Review Scheme (PDRS) and associated guidance and forms

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:

That:

(A)	the revised PDRS process, guidance and forms be noted
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1.0 Background

1.1 As a result of feedback from staff through the Here to Help programme it was decided that the Performance Development Review Scheme (PDRS) would be reviewed. HR consulted with employees, managers, Senior Management Group (SMG) and Unison about the scheme and a number of issues were raised through this process.

1.2 In May 2015 Corporate Management Team (CMT) approved the following recommendations for HR to pursue to improve the process, embed the Council's values and behaviours and address the issues raised:

- The PDRS time cycle moves to support service planning and therefore full year reviews are completed in the last quarter of the financial year – Quarter 4 Jan to March. Mid-year reviews are completed in Quarter 2 July to Sep. This would support the Council allocating employee resource to corporate and service plan objectives.

- The PDR form is reviewed and completed online, reducing the level of administration. The timescale of this recommendation would be factored into the project plan of the new HR and Payroll system.
- A new streamlined version of the form is developed giving employees and managers the choice of a more detailed or condensed PDR process.
- Ensuring that 121s are a critical and embedded part of the PDR process and consider whether the PDR process is once or twice a year.
- The need to strengthen the connection between training needs identified through PDR and training programmes and outcomes. The Organisational Development Strategy will support this recommendation.
- Training is given to managers and employees on the new process, including the use of ratings and incorporating the Council's values and behaviours framework.
- A separate competency framework is not designed but the use of incorporating the Council's values and behaviours into the PDR form and process is considered as part of the ongoing review.
- The completion of the PDR process is mandatory and therefore employees or managers failing to complete the PDR process would be dealt with under the Disciplinary Policy.

2.0 Report

2.1 As a result of these recommendations, several changes have been made to the PDRS. Unison, the staff forum and the Leadership Team were consulted with regarding the changes and the new process and documentation have been approved by the Leadership Team.

The main changes are:

- One annual PDR meeting with greater emphasis on 121s throughout the year. A template 121 form has been produced for managers to use if they wish.
- The PDR meeting can take place anywhere between January and March to fit with the demands of the service.
- The PDR form has been updated, simplified and is now an electronic form. The self-review section has been expanded, allowing the employee to comment on their own performance and contribution in achievement of objectives and identify their priorities/development needs for the next year.
- The PDR guidance has been updated to reflect the new process and form and has more guidance on performance ratings.
- There is much greater emphasis on identifying development needs and career aspirations as part of the review meeting.
- A Values and Behaviours document has been written to support the PDR process. This is split into three sections - employee, manager and senior manager behaviours. Giving examples of above and beyond, expected practice and needs development for each value (here to help, we work together and we aim high).

2.1 See **Essential Reference Paper “B”** for the new PDRS guidance, **Essential Reference Paper “C”** for the form, **Essential Reference Paper “D”** for the 121 form and **Essential Reference Paper “E”** for the values and behaviours document.

3.0 Implications/Consultations

3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper ‘A’**.

Background Papers -

None

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