

WEST DUNBARTONSHIRE COUNCIL

Report by the Head of Human Resources & Organisational Development

Corporate & Efficient Governance Committee: 20th April 2011

Subject: Performance and Development Planning (PDP)

1. Purpose

- 1.1** This report seeks agreement to implement a revised policy and framework for Performance and Development Planning (PDP) for all staff across the Council (excluding Chief Officers and Teachers).

2. Background

- 2.1** The current PDP process was introduced in 2003 with the broad aim of providing a framework for improving personal performance and developing the capabilities of staff through personal development planning.
- 2.2** There has been widespread feedback from staff and managers that the engagement and management of the current system is irregular and many staff are not benefiting from a process which should aim to encourage regular and consistent one-to-one feedback between staff and managers on performance, development, and personal achievement. A revised framework for PDP has now been developed which proposes a more structured and focused approach to managing the personal performance and development of all staff across the Council.
- 2.3** It is evident that a revised approach to PDP is considered a cornerstone for improving and developing a number of areas which facilitate good management practice and positively influence aspects of organisational culture, including staff morale and staff feeling valued. Implementation of a revised format is a corporate priority and aims to support better one-to-one communication and working relationships, integrate the delivery of organisational priorities with individual performance and work plans, and influence the quality of service delivery. Equally it intends to develop staff potential and provide a means for recognition of individual achievement and success.

3. Main Issues

- 3.1** The objective of any PDP framework is to ensure that work objectives and plans at an individual level are aligned with the organisation's vision, aims and objectives. It should encourage a systematic approach to communication between staff and managers on the organisation's strategic priorities, what performance is expected, the behaviours required to perform in a role, regular feedback on progress and achievement, and identification of the support and

development individuals require to help them deliver their role and responsibilities well.

- 3.2** The policy (Appendix A) aims to incorporate each of these elements and support delivery of a meaningful process for staff in managing personal performance and development. Further support and explanation is provided through additional guidance (issued electronically) which expands on each element and provides advice on how the framework should operate in practice.
- 3.3** The PDP framework has been designed with a stronger focus on:
- Developing personal performance objectives linked to service and organisational plans and objectives
 - Recognising *how* individuals should deliver their role through a set of observable behaviours (competencies)
 - Personal development aligned with the skills, knowledge, and behaviours needed to meet the demands of the role
 - A two-way communication process which involves managers and staff in a cycle of regular feedback and discussion on performance progress and achievement
 - The introduction of performance assessment which gives recognition for personal achievement
 - Early intervention and support to address performance improvement areas

Competency Framework

- 3.4** A core competency framework (issued electronically) has also been designed and incorporated to facilitate a balanced focus on not only what staff deliver in terms of objectives and targets but also how they perform their role in terms of behaviours which are aligned with the culture and values of the organisation. This is an ideal set of behaviours which staff and managers will need to demonstrate, regardless of role, to perform their job effectively and which aim to establish a clear understanding and language of the behaviours which will be valued, supported, and expected from all staff across the organisation.

Implementation and support

- 3.5** A pilot exercise of the framework is underway within Corporate Services and following Committee agreement wider implementation is planned across the Council from April onwards. Feedback gained from staff and managers during this process will be taken on board to continually enhance and improve the framework.
- 3.6** A three stage development programme has been designed to support implementation and operation of the framework at various points across the annual performance cycle. The development programme will begin in April and will incorporate briefing sessions, development workshops, E-learning modules, and HR&OD information notes.

- 3.7** The proposed framework has been discussed with Trade Union representatives through the Employee Liaison Group and implementation was endorsed at the JCF in March. The discussion acknowledged that effectiveness of the process could not be fully measured until the process was in full operation therefore it was agreed implementation should proceed with the requirement for the framework to be implemented for a three year period and an annual review of the process undertaken at the end of each performance year.

4. People implications

- 4.1** The introduction of a revised performance and development process aims to support better and more effective people management practice and help build a high performing organisation. It provides the basis for developing a common format and consistent language across the organisation for setting clearer performance expectations, providing regular feedback, and facilitating personal development opportunities.
- 4.2** Establishing and practising a new approach to PDP is an essential part of improving and strengthening our people management practice and addressing wider organisational culture change. However it will rely on the support and commitment of managers and staff alike to ensure the process is used well, consistently, and fairly across the Council.

5. Financial Implications

- 5.1** There are no financial implications at this stage.

6. Risk Analysis

- 6.1** A detailed risk analysis has not been completed however the lack of an effective framework which recognises the contribution of staff to organisational performance and supports personal development needs and aspirations, will further impact on staff morale and organisational culture.

7. Equalities, Health & Humans Rights Impact Assessment (EIA)

- 7.1** No significant issues were identified in a screening for potential equality impact of this policy. The policy will be reviewed annually over a 3 year implementation period.

8. Conclusions and officer's recommendations

- 8.1** There has been clear feedback from staff that the Council needs to improve its approach to PDP and recognise the contribution of individual staff in achieving service and organisational performance objectives. Equally staff have also expressed the desire for greater interaction and feedback from line managers on performance expectations, progress, and personal achievement.

8.2 The revised framework aims to facilitate a two-way process which clarifies responsibilities and provides a more structured approach to practising good performance management and developing individual capacity and capabilities through personal development.

8.3 The Committee is asked to:

- i. Agree implementation of the PDP policy and procedure with effect from April 2011.
- ii. Agree implementation for a three year period with an annual review of the process undertaken at the end of each performance year.

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Date: 28th March 2011

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Appendices: **Appendix A: PDP Policy and Procedure**

Background Papers: **Appendix B: PDP Guidance (issued electronically)**
Appendix C: Core Competency Framework (issued electronically)

Wards Affected: N/A