DERBYSHIRE County Council

Performance Management Policy

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Version	Date	Detail	Author
V.01	15\03\2016	First draft of the policy review	Sally Hunter
V.02	28/03/2017	Links and dependencies and reference to Capability Procedure	Sally Hunter
V.03	30 01 2023	Introduction of the PDR framework	Sally Pearson

1. Purpose

This policy sets out the Council's commitment to a high-performance culture.

It introduces a Performance Development Review framework that enables employee performance by creating clear goals aligned to the Service and Council Plans. The career aspirations and development needs of individuals are discussed and understood with personal development plans implemented to support.

The framework is complemented by the essential element of regular conversations through 1-1s or Supervision. These are open and honest discussions, providing continuous feedback with the aim to support and to improve individual performance. It is also a chance to recognise achievements and make individuals aware of any areas for improvement with the necessary support provided.

Performance issues can be prevented or avoided through supportive day to day management. Employees who receive clear and measurable goals, as well as a regular chance to discuss progress and raise any concerns are more likely to perform to a high standard.

2. Scope

This policy applies to all employees including executive directors and graduate and apprentice placements but excludes those employed in schools where the Governing Body performs the function of the employer. It also excludes the Managing Director who is subject to the Managing Director's appraisal process.

It encompasses the following processes which each have their own separate guidance/procedure:

- Performance Development Review Guidance
- Supervision Guidance
- Development Discussion Guidance
- Performance Capability Procedure
- Attendance Management and Ill Health Capability Procedure

Where 1-1 is referenced, this can be interchanged with Supervision where relevant to each service. It is intended to complement the Supervision practice in Adult Social Care and Health and Children's Services, which will be maintained in line with the Skills for Care and the Children's Workforce Development Council's 'Providing effective supervision' requirements. It will also complement any other professional supervision.

Supervision will remain a feature for individuals who are required to demonstrate specific professional competencies or achievements to retain their right to practice, such as Social Worker registration or regulation requirements.

3. Key principles

A Performance Development Review (PDR) completed at the start, mid-point and end of year focusing on:

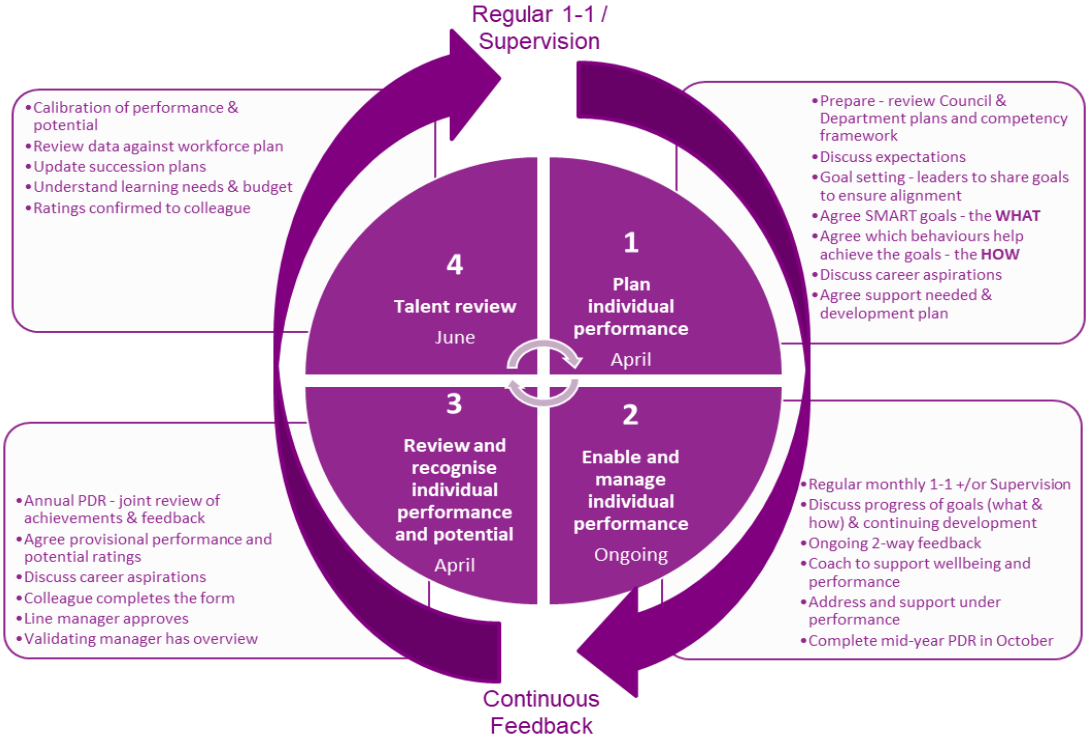
- Clear Goals
- Career Aspirations
- Personal Development Plans
- Feedback on performance

Regular conversations take place monthly through 1-1 or Supervision to discuss performance throughout the year and discuss:

- Wellbeing
- Progress on goals
- Development plan and action
- Recognition of good performance
- Feedback on any areas of concern and support required

4. Employee Performance Management Cycle

The employee performance management cycle is an annual process with four stages:



4.1 Plan individual performance

The start of the year is the opportunity to discuss expectations and agree clear goals for the coming year and recorded as part of the PDR. It is very much a two-way process and will also focus on career aspirations and agreement of a personal development plan needed to support both the achievement of goals and career aspirations.

4.2 Enable and manage individual performance

4.2.1 Regular 1-1s and Supervision

Regular 1-1 meetings throughout the year are an important part of the process and it is suggested that these take place every month. The aim is to maintain focus and support for individual wellbeing, progress towards goals and development action plans, and to give feedback on behaviours.

Regular 1-1 or Supervision conversations provide the opportunity to discuss any concerns promptly, allowing time to discuss how to resolve in a supportive manner. Early intervention increases the chance that performance will improve to the expected level. Individuals who are not performing to the expected level and not meeting goals should be given a fair and reasonable opportunity to improve, with the support of their manager.

4.2.2 Performance Capability Procedure

Where the individual's performance does not improve to the required standard, the employee will be informed that the management of their performance is moving to the Performance Capability procedure. This procedure sets out the key principles and the process for managing under performance through both informal and formal stages.

4.2.3 Attendance Management and Ill Health Capability Procedure

Where poor performance is due to ill health, the Attendance Management and Ill Health Capability procedure should be used.

4.2.4 Mid-Year PDR

A mid-year PDR should be completed and recorded halfway through the year to review and reflect the progress of goals and consider any realignments. For example, maybe a goal has been completed so another could be added, or the direction of a goal has been changed and could be amended.

4.3 Review and recognise individual performance and potential

The year-end PDR is a time to reflect on the year:

- Review and recognise performance against goals and feedback
- Reflect on progress towards career aspiration
- Review progress of the development action plan
- Confirm end of year performance and potential ratings (if applicable)

There should not be any surprises as the regular 1-1s will ensure that all the above are discussed on an ongoing basis.

4.4 Organisation Talent Review

The Talent Review is applied to senior leaders at grade 14 and above only.

The purpose of the talent review will be to:

- calibrate performance and potential ratings to ensure a consistent approach across divisions and departments; final ratings will be confirmed to colleagues after the review
- review the talent by department and across the whole organisation to understand current and future gaps against the workforce plan
- consider career progression potential in workforce planning, to support achievement of Council priorities and seek to address organisational skills gaps
- update succession plans

The Employee Performance Management Cycle should be applied in the main,

however, this may vary according to the service situation. The PDR guidance provides examples of approaches that could be adopted.

Guidance and documentation for PDR is available to support this policy.

5. Roles and responsibilities

5.1 All employees have a responsibility to:

- ✓ Undertake their contractual responsibility to achieve a satisfactory level of performance. All employees are required to take part in the PDR process
- ✓ Actively engage in personal development planned as part of the PDR process
- ✓ Seek clarification of any points not fully understood around the feedback they receive on performance and any expected actions they are asked to undertake to improve performance

5.2 Line managers have a responsibility to ensure the following:

- ✓ Job and Person Profiles accurately convey the main purpose and scope of the posts within their team and new appointees have been properly assessed at interview against the Person Profile for the job
- ✓ All employees have the opportunity to discuss and agree goals and expected levels of performance and understand how these contribute towards the wider team, service and council objectives
- ✓ Performance is managed on a regular basis and the PDR process is used to ensure high quality feedback and discussion on performance is available for all employees
- ✓ Priority development needs are identified in line with service priorities and personal development activity and review takes place as part of the PDR process
- ✓ Workforce development is planned in line with service and team priorities and within available resources
- ✓ High levels of performance are recognised and recorded and built upon to encourage a culture of continuous improvement
- ✓ Poor performance is identified, discussed and action taken to support improved performance
- ✓ Where poor performance indicates a move into formal performance management, such as the Performance Capability or Attendance Management and Ill Health Capability Procedure, this is made clear to the employee and the correct procedures are followed

5.3 The Human Resources team have the responsibility to:

- ✓ Ensure all aspects of the performance management process are fair and equal both in practice and in regard to legislation
- ✓ Provide support and advice to managers on the implementation and appliance of the performance management policy and related processes
- ✓ Regularly review guidance and resources that support performance management to ensure they reflect up to date practice and are fit for purpose
- ✓ Record the completion of PDRs, where a system enables this.

6. Evaluation and review

Embedding this policy and related procedures in an organisation as large and diverse as Derbyshire County Council will require regular reviews and where necessary updating of support and guidance and the policy itself.

The HR team will work with management teams to carry out this evaluation and review every 3 years as a minimum.