



To: JOINT CONSULTATIVE COMMITTEE FOR LOCAL GOVERNMENT EMPLOYEES		Subject: REVISED PRD PROCESS
From: ACTING HEAD OF BUSINESS ORGANISATION AND PEOPLE SOLUTIONS		
Date: 3 March 2017	Ref: AB/PM	

1. Introduction

This report seeks to provide an update on the outcome of the pilot conducted with the revised PRD process and gain approval to implement the revised PRD process across the organisation following this successful pilot.

2. Background

A revised PRD process was presented to trade union colleagues for consultation in October/November 2016 with approval to proceed to piloting granted by the CMT in December 2016. This revised version was created based on the feedback received from the CMT, the ASPIRE Champions and wider feedback from across the organisation. In line with this feedback and to reflect the principles of ASPIRE, two versions were created – an individual version and a group version. Both versions have been developed to encourage greater commitment to the process and provide managers and staff with an effective tool for reviewing performance.

The outcome of the pilot is summarised below, overall however, the feedback indicates that the process has been well received by all those participating in the pilot.

3. Pilot Process

The pilot process commenced in December 2016. The individual PRD was piloted in Enterprise and Housing Resources and the group PRD within Infrastructure. The individual pilot consisted of twelve members of staff, four reviewers and eight reviewees. Within Infrastructure, two group PRDs took place. Training was provided to those selected to participate in the process to ensure a consistent approach was taken. All participants were issued with a detailed evaluation form to provide feedback on their experience of the revised PRD process. The outcomes of both evaluations are summarised below.

Individual PRD – overall the feedback received from the evaluations was positive with all participants welcoming the change in approach to PRD. 100% of participants confirmed that the PRD is a vast improvement on the previous version allowing more free dialogue between reviewer and reviewee and the opportunity to discuss performance in a more constructive and relevant format. When asked about the new competencies, all participants confirmed that they were relevant to their role and could be measured fairly against them. A full summary of the evaluation can be found in Appendix 1.

Group PRD – overall the feedback received from those participating was positive. As mentioned above, two groups were identified to take part in the pilot. Of these two groups, one participated in the group PRD, the other group indicated that they would prefer to receive an individual PRD and therefore did not participate. For the group that did not participate, the

manager gave feedback on the process and how he felt it would work in his area with other groups/teams. This feedback was positive and indicated that having a group session would allow employees to feel more comfortable to contribute in a group setting rather than an individual PRD. He also confirmed that identifying learning and development as a group would allow for a more consistent approach and help to manage expectations better.

The group which did participate indicated that overall, they liked the group approach process as it allowed the team to come together to identify objectives, relevant learning and development and get feedback in general on how they were doing. The manager highlighted that the group process afforded him the opportunity to speak to his teams together and have a more robust and consistent approach to identifying learning and development opportunities which matched the needs of the team. A full summary of the evaluation can be found in Appendix 2.

As a result of the feedback from the pilot process, a few minor changes in working have been made to the documentation but overall, the participants did not indicate any significant changes were required.

4. Implementation

Based on the positive feedback received from the pilot process, it is recommended that the revised PRD be rolled out to the wider organisation. An implementation plan has been developed which will involve a variety of approaches to raise awareness and reach all parts of the organisation. A focus group was held with ASPIRE Champions who volunteered to be involved in this implementation process.

The implementation phase will include:

- Face to face training events
- E-learning modules
- Information points at locations across the Council
- A dedicated page on Connect with information and links to relevant information
- Communications exercise to raise awareness of the new process

The Learning and Development team will lead the implementation with support from the ASPIRE Champions to ensure a smooth transition to the new process.

5. Recommendation

It is recommended that the Joint Consultative Committee note the contents of this report.



Anne Burns
Acting Head of Business, Organisation and People Solutions

For further information please contact Pauline McCafferty, Learning and Development Manager on 01698 520641

APPENDIX 1 – Individual PRD Feedback

Reviewers

1. How useful was the training session to prepare you for taking part in the pilot?

Very useful	100%
Adequate	
Not useful	

If not useful, what else do you think is required?

- No comments

2. Did you feel prepared to participate in the pilot following this session?

Yes	100%
No	

If no, please give more detail below

- No comments

3. Section 1 – Objectives

Using the guidance note, how straightforward was it to set and review objectives for the year?

Very straightforward	50%
Fairly straightforward	50%
Difficult	

If you found it difficult, please give more detail below

- No comments

4. Section 2 – Development plan (mandatory training)

Was this section useful for identifying and reviewing learning and development which is mandatory?

Yes	100%
No	

5. Section 2 – Development plan (improvement table)

Did you use the table to identify any areas for improvement?

Yes	100%
No	

If yes, how useful do you think this section will be?

Very useful	100%
Useful	
Not useful	

How easy was it to complete?

Very straightforward	100%
Fairly straightforward	
Difficult	

If you found it difficult, please give more detail below

- No comments

6. Competencies

a. How straightforward did you find it to rate your staff against the new competencies?

Very straightforward	50%
Fairly straightforward	50%

Difficult	
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If you found it difficult, please give more detail below

- No comments

b. Were you able to give examples to support the ratings you gave?

Yes	100%
No	

c. Was there enough guidance to help you arrive at a level?

Yes	100%
No	

d. Did the reviewee agree with your rating? If not what did you do?

- Yes
- I had initially rated a reviewee as 'shows strength' but after listening to the review, I agreed that he had evidenced that 'always achieves' was in fact more accurate. The exchange of opinions did in fact lead to a meaningful and positive dialogue.

7. Overall, do you think the PRD has improved?

Yes	100%
No	

If not, what else needs to be added/taken away?

- No comments

8. What worked well?

- All areas are relevant and it promotes discussion between reviewer and reviewee
- The opportunity to ask open questions and discuss achievements/areas of development/career progression/ideas/opinions created a platform for positive discussion

9. What worked least well?

- Nothing
- n/a

10. Any other comments to add?

- The new PRD did lead to a more meaningful conversation between reviewer and reviewee and i would agree that the new format helps to create a platform for meaningful dialogue. It also provided a clear opportunity to discuss areas of strength and any areas that may need additional support/training.

Reviewees

11. How useful was the training session to prepare you for taking part in the pilot?

Very useful	75%
Adequate	25%
Not useful	

If not useful, what else do you think is required?

- No comments

12. Did you feel prepared to participate in the pilot following this session?

Yes	75%
No	25%

If no, please give more detail below

- No comments

13. Section 1 – Objectives

Were you actively involved in the review of and subsequent setting of objectives?

Yes	100%
No	

How straightforward did you find this?

Very straightforward	75%
Fairly straightforward	25%
Difficult	

If you found it difficult, please give more detail below

- No comments

Did you bring evidence of your performance to the meeting?

Yes	75%
No	25%

Did the reviewer take this into consideration?

Yes	75%
No	

14. Section 2 – Development plan (mandatory training)

Was this section useful for identifying and reviewing learning and development which is mandatory?

Yes	100%
No	

Do you feel all of your learning and development needs were considered?

Yes	100%
No	

If no, why not?

- No comments

15. Section 2 – Development plan (improvement table)

Did you discuss this with your reviewer?

Yes	100%
No	

If yes, how useful did you find it?

Very useful	50%
Useful	50%
Not useful	

16. Competencies

e. Were you satisfied with the rating you were given?

Yes	100%
No	

If no, what did you do about it?

- No comments

f. Did the reviewer discuss the rating they had given you and provide evidence of performance to justify your rating?

Yes	100%
No	

If no, what did you do about it?

- I provided additional evidence verbally at the meeting to bring the competency rating up

g. Did you bring examples of performance to the meeting?

Yes	75%
No	25%

h. Overall, regardless of the rating you were given, do you think they are fair?

- All reviewees indicated that they felt they were fair

i. How relevant are the competencies to your role?

- They are somewhat relevant as I can relate what I do in my role to them
- All competencies are relevant to my role when completing work in order to ensure the best possible outcome
- Very relevant
- Very relevant as there are so many levels to be measured against

17. Overall, do you think the PRD has improved?

Yes	100%
No	

If not, what else needs to be added/taken away?

- No comments

18. What worked well?

- More discussion and employee involvement with regards to future objectives re training and development
- The chance to discuss areas for improvement and further training with manager
- I feel that section 1 is a great start to the PRD and lets both the reviewer and reviewee have a good one to one on what they feel they are doing well in and what future developments they wish to partake in. I feel this is key especially for employees who want to progress in their roles.
- It was good to know that my attainment and results were high which encourages me to further achieve

19. What worked least well?

- I think the standard five competencies can be a little confusing for the reviewee but reading the guidance note it is made a lot clearer
- Getting familiar with jargon i.e. translating the PRD to layman's terms

20. Any other comments to add?

- I feel that the PRD is a lot more focussed now and not just a 'tick box exercise'. I also believe that if managers make the time to complete the new process with attention to detail then this would provide a much better PRD
- Everything is relevant, particularly time management in this current climate this needs to be scheduled in calendars as mandatory and time blocked off to do it properly

APPENDIX 2 – Group PRD Feedback

Reviewers

21. How useful was the training session to prepare you for taking part in the pilot?

Very useful	100%
Adequate	
Not useful	

If not useful, what else do you think is required?

- This was useful but there could also be leaflets explaining the purpose of PRD

22. Did you feel prepared to participate in the pilot following this session?

Yes	100%
No	

If no, please give more detail below

- Reading the guidance helped too

23. Section 1 – Objectives

Using the guidance note, how straightforward was it to set and review objectives for the year?

Very straightforward	
Fairly straightforward	100%
Difficult	

If you found it difficult, please give more detail below

- No comments

24. Section 2 – Training and Development (General)

Was this section useful for identifying and reviewing learning and development which is **not** mandatory?

Yes	100%
No	

Were there variations between the group? If so, how did you deal with them?

- On this occasion, no-one requested training however it will be useful in the future.

25. Section 2 – Training and Development (Mandatory)

Was this section useful for identifying and reviewing learning and development which is **mandatory**?

Yes	100%
No	

Were there variations between the group? If so, how did you deal with them?

- No, as this section is mandatory it is generally ongoing on the job and in-house

26. Overall, do you think the PRD has improved?

Yes	100%
No	

If not, what else needs to be added/taken away?

- No comments

27. What worked well?

Having a group session allowed employees to feel more comfortable and joined in the discussions.

28. What didn't work well?

- No comments

29. Any other comments to add?

- No comments

Reviewees

30. Section 1 – Objectives

Were you actively involved in the review of and subsequent setting of objectives?

Yes	100%
No	

How straightforward did you find this?

Very straightforward	100%
Fairly straightforward	
Difficult	

If you found it difficult, please give more detail below

- No comments

31. Section 2 – Development plan (mandatory training)

Was this section useful for identifying and reviewing learning and development which is mandatory?

Yes	100%
No	

Do you feel all of your learning and development needs were considered?

Yes	100%
No	

If no, why not?

- No comments

32. Overall, do you think the PRD has improved?

Yes	100%
No	

If not, what else needs to be added/taken away?

- No comments

33. Do you think a group approach worked?

Yes	100%
No	

If no, why not?

- No comments

34. What worked well in a group approach?

- No comments

35. What didn't work well in a group approach?

- No comments

36. Would you have preferred to have an individual PRD?

Yes	1 person indicated they would have preferred an individual PRD
No	

If yes, please state why?

- No comments

37. Any other comments to add?

- No comments