

**INTERIM PERFORMANCE  
DEVELOPMENT REVIEW  
(PDR) FRAMEWORK  
2022/23**



February 2022

Version History			
Version	Date	Detail	Author
1.0	06 04 22	First draft	Jen Skila
2.0	12 05 22	Final draft	Sally Pearson

Links and Dependencies
Council Plan
Strategic Dashboard
Service Plans
People Strategy
My Plan Policy
MD Appraisal Process

# Interim Performance Development Review (PDR) Framework 2022/23

## 1. Introduction

1.1 This guidance is for the Performance Development Review (PDR) framework for 2022/23, following a trial of the process during 2021/22. This is applicable to colleagues at Grade 14 and above (including Executive Directors), or for those colleagues below grade 13 where they have elected to be part of the process following discussion with their line manager.

## 2. Context

2.1 Aligned to the Council's People Strategy, this interim approach aims to enable the development of a high-performance culture whereby:

- Everyone understands how they contribute to our success and can link their individual goals to our Council and service plans
- We all know what great looks like and what is expected of us: we know 'what' we need to do and 'how' we need to do it
- We understand how performance is measured and we will support and coach our teams to achieve high performance and address under performance
- Everyone drives their own development, creating a high-performing environment where everyone realises their potential career aspiration
- We all have regular, open and honest conversations to share feedback and check-in on progress
- We review the performance and potential of our employees at an organisational level, linking this to the strategic workforce plan, developing succession plans and understanding future leaning needs

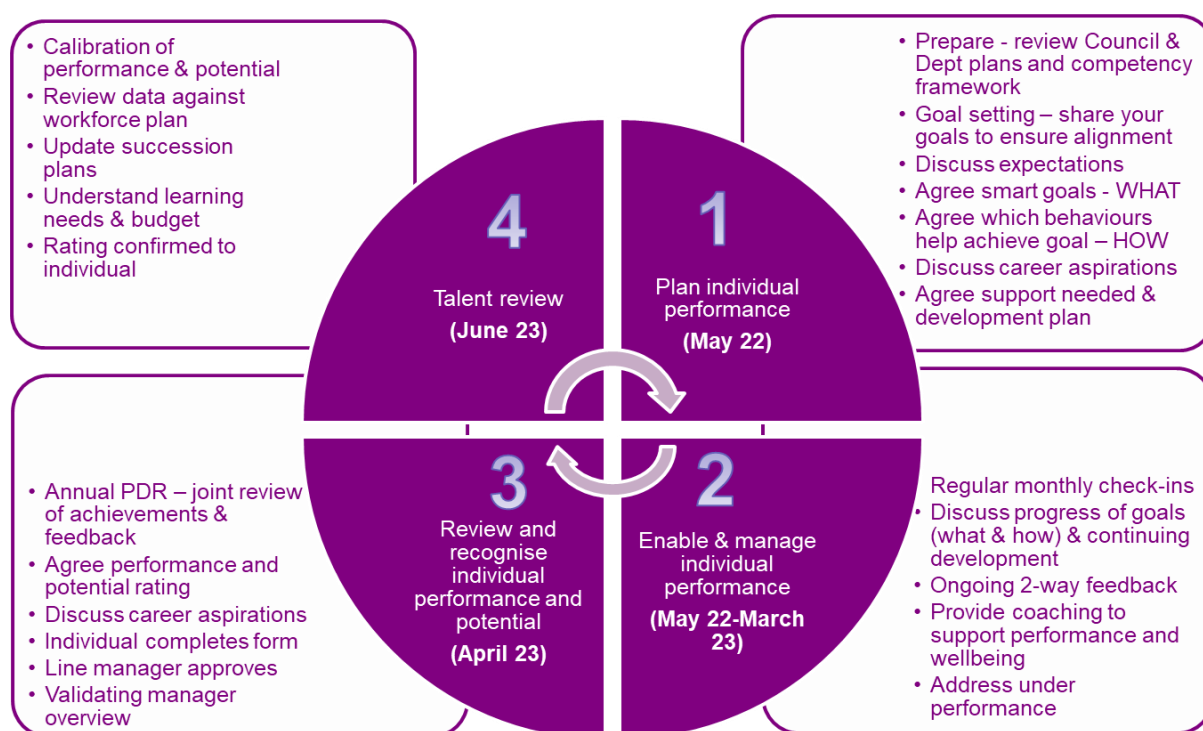
2.2 Following development of the Council's competency framework for Senior Leaders, a trial of the PDR framework was undertaken in 2021/22. The competency framework has been built into the PDR (Performance and Development Review) process to ensure both performance against objectives and the behaviour demonstrated to deliver the required outcomes are considered.

2.3 The approach will continue in 2022/23 to enable full completion of the PDR cycle and enable revisions as a result of feedback and learning to be further tested during the framework in 2022/23.

2.4 The Council's current My Plan approach has continued and remains in place for all remaining employees and consideration will be given to wider approach to employee performance management during 2022/23.

### 3. The PDR Framework

3.1 The framework consists of the following stages:



#### 3.2 Stage 1 – Plan Individual Performance

The start of the year is the opportunity to discuss expectations and agree goals for the coming year.

In preparation for the PDR:

- Line Manager shares their goals to have line of sight to the Council and service plans.
- Employee drafts their goals in the digital app before the PDR meeting, considers career aspirations and possible development needs.

The PDR meeting between line manager and employee will take place to discuss and jointly agree:

- Goals (what) and identify the competencies (how) required to deliver them.
- Discuss career aspirations and any development needs to support the employee.
- Employee updates the digital app to reflect the conversation to include goals with supporting competencies, career aspirations and development needs
- Employee creates personal development plan to support the achievement of both their goals and career aspirations.

### 3.3 Stage 2 – Enable and Manage Individual Performance

Monthly check-ins throughout the year aim to maintain focus and support for:

- individual wellbeing
- progress towards goals and personal development plans
- feedback
- address any under performance

It is also recommended to arrange a check-in halfway through the year to check progress and realign goals if necessary.

The check-in is a two-way process for both line manager and employee.

### 3.4 Stage 3 – Review and Recognise Individual Performance and Potential

The end of year review will consider the performance of the individual over the last 12 months and their potential rating.

The meeting between line manager and employee will take place to discuss and agree:

- Line Manager and employee jointly review goals and competencies
- Provisional rating required for each goal (up to 5 goals)
- Reflect on progress towards career aspiration and discuss current aspirations
- Review progress on the personal development plan
- Discuss any feedback from key stakeholders

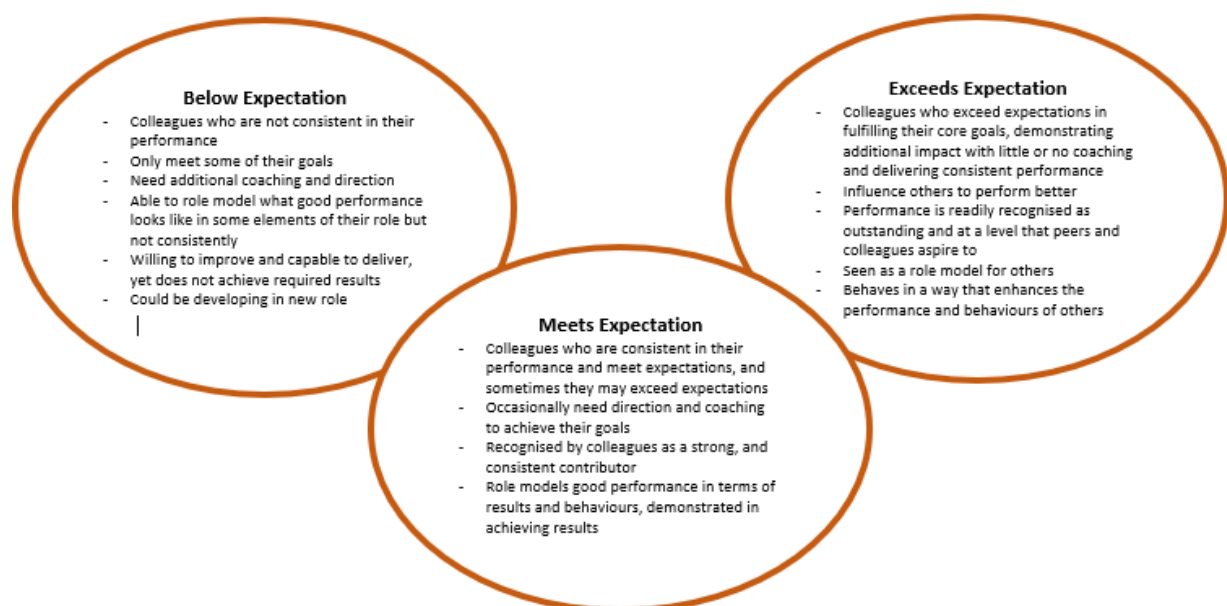
- Overall provisional performance rating agreed (line manager's ultimate decision)
- Overall provisional potential rating agreed (line manager's ultimate decision)
- Employee will complete their PDR digital app to reflect the conversation and add an overview of the year from their perspective
- The line manager will authorise it and add a summary comment
- The 'validating manager' (the line manager's manager) will also complete a short summary, having sight of the provisional PDR outcomes, ensuring senior leaders are closer to performance within their teams

In addition, for Executive Directors, 360-degree feedback will be sought as part of this stage.

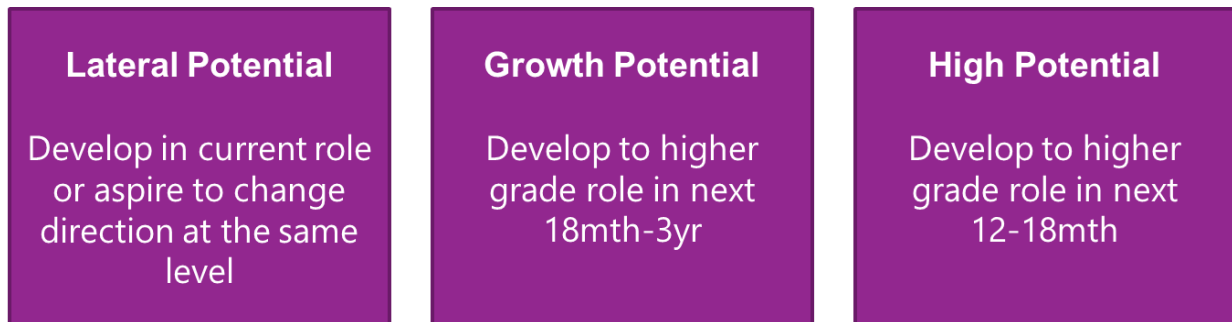
Both performance and potential ratings will be provisional at this stage until the calibration within the talent review.

There shouldn't be any surprises as the conversations throughout the year will ensure that all the above have been discussed on a regular basis.

Employee performance can be rated as follows:



Employee potential can be rated as follows:



### 3.5 Stage 4 – Talent Review

A talent review is a meeting where organisation leaders discuss employee performance and potential; to identify the talent and succession plan for business-critical roles.

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 employees after the review
- Review the performance and potential by department and across the whole organisation
- Create succession plans for business-critical roles

## 4. Review Process

4.1 As during 2021/22, feedback will be sought from employees and leaders throughout 2022/23 as the PDR framework is applied.

4.2 Changes to the framework may occur throughout 2022/23 in response to feedback to ensure the framework meets its aims. Any changes will be fully communicated to leaders, employees and joint trade unions.

4.3 Feedback will be considered to determine the approach to be deployed during 2023/24, with engagement and consultation with joint trade unions as appropriate.