



Section C2

Performance Development Framework and Appraisal

Introduction

1. The aim of the Performance Development Framework (PDF) is to maximise the contribution, skills and capability of staff so that they can continue to deliver the best possible services.
2. Civilian staff within the City of London Police will be assessed against the National “Integrated Competency Framework” instead of the PDF. However, all other aspects of this policy apply.
3. The City of London Corporation is committed to employee development and career development. Every effort is made, within available resources and priorities, to ensure that employees receive appropriate learning and development opportunities to optimise performance, job satisfaction, morale and career progression.
4. The PDF and appraisal process helps the City Corporation to achieve our [vision and corporate values](#) by linking individual with departmental work objectives, departmental business plans and the overall City Corporation strategic plan. In addition it identifies employee development needs which when satisfied will optimise team performance.
5. Employee development is achieved by providing regular, timely feedback (through appraisal, supervision and 1:1 meetings) so that individuals are clear about what is expected and how they are performing. This should be a continuous two-way process with staff actively seeking feedback and acting on it.
6. The process ensures that employees are clear about what is expected of them and how that work should be carried out.
7. The PDF sets out the core behaviours, expected from all staff, in the City Corporation and has been designed to ensure a more structured and consistent approach to people management.
8. It provides a mechanism to improve communication and ensure that constructive feedback on work performance is given so that praise is given for work well done and areas for development can be identified and addressed at an early stage.



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General Principles

9. The PDF enables the core behaviours to be selected for the job which are then used in the appraisal process. Core behaviours define how staff should behave in their job, whilst objectives and performance indicators set out what should be achieved.
10. Training for appraisers and appraisees is provided through the Learning and Development programme.
11. All documents relating to the PDF and appraisal process are available on the intranet (in the [Learning and Development](#) site) or from your manager. These should be copied and used throughout the process.
12. Appraisals take place between January and April each year with mid year reviews being held between September and November. The end of year review will provide a complete review of the previous year as well as the start of a new Appraisal cycle for the coming year.
13. The PDF and appraisal process is based on frank and open discussions and reaching, as far as possible, an agreement on the objectives and the core behaviours for the post.
14. Each objective and core behaviour is rated by your manager at the end of year review.
15. The ratings assigned to your PDF and appraisal will be linked into your [Pay Progression and Eligibility for Bonus](#).
16. Any disagreements should be highlighted and referred to the next level of line management for resolution. Ratings of objectives and core behaviours at the end of the year review should not come as a surprise. However, if you believe that your Ratings are not objectively justified then you can seek recourse through the [Employee Complaints Procedure](#).

Responsibilities

17. Chief Officers are responsible for the operation of the PDF and appraisal process within their department, and ensuring that managers have the skills to carry out the process effectively.

Monitoring

18. The ratings assigned will be moderated both at departmental and corporate level to ensure that the process is fair, consistent and transparent.