

August 2017

HUMAN RESOURCES

**Performance Review and
Development Scheme**

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1. Introduction

- 1.1 Council services are delivered by our employees and the effective management of their performance is essential for delivering and continuously improving the quality of our services. The Performance Review and Development Scheme (PRADS) is intended to support the management of performance of all employees except those employees who have conditions of service for whom other arrangements apply e.g. teachers. Agency workers are not employees of the Council.

2. Aims of Performance Review and Development

- 2.1 The Performance Review and Development Scheme (PRADS) has been developed to ensure that all employees and teams:
- Are set clear priorities to achieve excellence in the services they deliver to customers and residents
 - Receive constructive feedback about their performance to enable them to improve their contribution to service delivery
 - Have an agreed plan to meet their learning and development needs related to their duties and agreed key tasks as well as their broader career development
- 2.2 Employees will achieve more if they feel informed, involved, supported and respected in the workplace. Managers have a crucial role to play in ensuring employees receive clear direction, effective support and proper recognition for their achievements. When carrying out performance reviews, managers must do so in accordance with the Council's management values.

3. How the scheme works

- 3.1 All employees will be required to meet with their manager at least twice a year to formally review their performance, assess learning needs and set outcomes and tasks for the coming year. In addition to these formal PRADS meetings, monitoring of progress must be an integral part of normal supervision meetings, usually referred to as 'one to one's'. The frequency of these supervision meetings will be arranged to suit the nature of the work but will usually be every 4 to 6 weeks.
- 3.2 There is now a requirement for all managers to conduct a midyear review of performance. The purpose of the review is to:
- a) Review the employees performance
 - b) Review the progress of key outcomes and tasks for the new year
 - c) Review the progress of career aspirations, learning and development needs
 - d) Give the manager and employee and opportunity to make any comments

4. Linking PRADS to the Council's Strategy

4.1 The following chart illustrates how the individual PRADS relate to other plans.



4.2 The above process has been described as the 'Golden Thread' that helps link the outcomes and tasks of individual employees to the broader aims of the Council's Strategy. Each Directorate Management Team must ensure their managers are informed about corporate and departmental priorities and have copies of relevant documentation and plans to enable these wider goals to inform the work programme of all employees.

4.3 Ideally PRADS should be fully integrated into the service planning process. Where service plans are agreed in March then PRADS should be completed by June or within 3 months of the plan being agreed. However managers may use their discretion and undertake PRADS when they identify as appropriate, for example within an agreed time period for a new starter / service planning processes.

5. Preparing for the Annual Review and Planning Meeting

5.1 The aim of the annual PRADS meeting is to review the previous years' performance and set key outcomes and tasks for the forthcoming year. Before the annual meeting takes place the manager should ensure that the employee understands the purpose of the meeting and has a copy of the scheme including the forms to be used.

5.2 To help managers and employees get the best out of their PRADS meeting a simple *Pre-meeting checklist* has been developed to help them prepare for the meeting. This lists the main issues to be considered at the meeting and replaces the previous pre-meeting questionnaire. Employees should normally be given one weeks notice of the meeting so that they and the manager both have time to prepare for the review.

6. The Annual PRADS Meeting

- 6.1 The annual review meeting should take place in a suitable location where there will be no interruptions. The manager must seek to establish an atmosphere that will encourage open and honest discussion. The structure of the meeting should be as follows:
- Introduction and overview by manager
 - Review of performance over last year
 - Setting outcomes and key tasks for the new year
 - Identifying career aspirations and learning and development needs
- 6.2 Depending on the complexity of the job and the time required to complete the Annual Review Meeting, the parties may agree to hold 2 separate meetings; one to review the previous year and one to deal with the forthcoming year.
- 6.3 The manager should begin the meeting by explaining the purpose of the PRADS and the main issues for consideration. An important part of the process is that employees understand how their work links to the wider objectives of the Council. Managers are expected to help staff understand the “Golden Thread” set out in section 4.
- 6.4 The discussion about performance should generally be based upon the questions set out in the *Pre Meeting Checklist*. The checklist provides a general guide but it is not essential to use every question for every employee.
- 6.5 The manager should lead the discussion by inviting the employee to give their self-assessment of their performance for the previous year and the impact of any learning and development activity received. The intention is to have an open two-way discussion about performance and to assess whether work was completed to the required standard. This can include service standards of behaviour, any issues regarding codes of conduct and/or capability.
- 6.6 The next stage is to agree key tasks and the outcomes to be delivered during the coming year. Attention must be focused on delivering improved services for residents and customers. No employee or team should be set more than 6 key outcomes and associated tasks for the year ahead. Some of these will relate to the main responsibilities contained in job descriptions. In addition there will be other tasks arising from directorate and corporate service plans.
- 6.7 While it is usually possible to identify outcomes and key tasks for managers which are directly linked to service plans, it is sometimes more difficult to do this for employees who carry out a standard range of duties over which they have less discretion. For these employees it will be more important to identify outcomes and key tasks that are related to their main duties but to specify the quality standards required.
- 6.8 All management posts should have some outcomes and key tasks set that relate to their responsibility for managing finance and staffing including managing sickness and complaints and PRADS.

6.9 The Key Tasks that are set must meet the **SMART** criteria i.e...

S	• Specific
M	• Measureable
A	• Agreed with the employee
R	• Realistic
T	• Time targeted

- 6.10 Once key tasks have been set, it is essential to agree how success will be assessed. This should be done by agreeing outcomes that are measurable. For example, a key task may need to be completed within a certain timescale, within a specific budget and meet particular quality standards. In some jobs this may include targets for the volume of work to be completed within timescales. For other jobs/projects there will already be agreed performance indicators set in existing plans.
- 6.11 Outcomes will often be expressed in terms of numbers, percentages or time. It is essential to describe the planned or desired outcome e.g. new payments system implemented by a specified date. Evidence will then demonstrate whether the system has been implemented by the agreed date.
- 6.12 Once key tasks and outcomes have been agreed then consideration needs to be given to the career aspirations and learning and development needs of the employee. Priority learning needs, how it is proposed they be met and timescales should be agreed and recorded. Guidance on how best to meet learning needs is set out in [PRADS – Meeting Learning & Development Needs](#).
- 6.13 The Council has agreed Management Standards that describe the behaviours expected of managers in Greenwich. As part of the annual PRADS meeting each manager should be assessed against these standards. This should be recorded on the Assessment of Management Standards along with any development needs. For support on how to carry out this assessment please see [Guidance on Using the Management Standards as part of the PRADS process](#).

7. Completing the paperwork

- 7.1 After the meeting the manager will record the key tasks, outcomes and priority learning needs on the Annual Review and Plan. The manager will also conduct a mid year review at least 6 months after the PRaD is conducted. At the end of the year the manager will record their assessment by completing the Assessment of Performance of the Annual Review and Plan form (Section I).
- 7.2 The manager and employee also have the opportunity to record their comments on the form. (Section 4)
- 7.3 Sometimes it will be simpler and quicker to complete the forms during the meeting. In other cases the manager may prefer to write it up afterwards. **If the form is not completed and signed at the meeting then the manager must complete and**

sign the form and give a copy to the employee within 2 weeks of the meeting.

There is a section on the form to enable employees to add any comments before signing the form.

- 7.4 Once the manager and employee have signed the form, they should be countersigned by the manager's manager (the 'Senior Managers'). Any unresolved disagreement should be referred to the Senior Managers. A copy of the signed form will be placed on the employee's personal file and kept by the manager for the purpose of ongoing supervision. This will be the only record of the meeting.

8. Midyear Review and Supervision

- 8.1 The mid-year review should take place after 6 months. The purpose of this meeting is to:
- Review the employees performance
 - Review progress of key outcomes and tasks for the new year
 - Review progress of learning and development needs
- 8.2 It is also essential that progress is regularly monitored and reviewed as part of on-going supervision or 'one to ones'.
- 8.3 In addition to the formal PRADS form it is also important that managers maintain a record of one to one meetings. This can be recorded on the *1-2-1 form*. This is to ensure an evidential trail of the process as well as a record of employee feedback and agreed action/discussion points arising from the meetings.

9. Senior Managers Role

- 9.1 Senior Managers are generally responsible for ensuring that all managers reporting to them effectively operate the scheme and provide effective supervision and support to their employees.
- 9.2 The role of the Senior Managers is to
- Countersign the annual review and plan
 - Deal with any disagreement or disputes that may arise during the process
 - Ensure that PRADS are being carried out, on time and to the required standards.
 - Monitor how the scheme is working and whether corporate targets are being met in their service area
 - Ensure that effective one to one/supervision arrangements are in place to monitor ongoing progress against PRADS targets.

10. Monitoring

- 10.1 The Council needs to monitor whether all employees are receiving PRADS. Each manager is required to complete a *PRADS Team Summary Report* reporting on the number of PRADS completed and summarising priority learning needs for their whole team. This information will be used to monitor PRADS and develop learning plans, programmes and budgets. The PRADS team summary report form is attached to the employee performance plan.

- 10.2 The PRADS Summary Report should be sent to Workforce Development Team by managers once PRADS have been completed for a section/team (normally end of July). Learning needs will then be incorporated into directorate and corporate learning plans. Managers should retain copies of all PRADS forms.
- 10.3 Managers should also record completed PRADs in the People Manager function within i-Trent. This will be used in monitoring and reporting on completion rates.

11. Equal Opportunities

- 11.1 The Council values the diversity of our workforce and has a strong commitment to providing equal opportunities for all employees. Managers must ensure that all performance review meetings and assessments are undertaken in an objective and consistent manner that is free from bias. All employees have a right to know what is expected of them, how they are doing and to be treated in a fair and consistent manner.

12. Confidentiality

- 12.1 All information recorded as part of the PRADS process is confidential. PRADS forms must be stored in a secure location. Forms should be retained and disposed of taking into account the Data Protection Act and relevant Council policy.

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Workforce Development Team