

Agenda Item:

Staffing Committee

Insert Item No.

Dorset County Council



Date of Meeting	30 January 2017
Officer	Head of Human Resources and Organisational Development
Subject of Report	PDR: Completion Rates and Quality of PDR Survey
Executive Summary	<p>The report analyses the trend in PDR completion for the last 2 years and considers the learning and insights from areas of good practice.</p> <p>The second key component of the PDR process is the quality of the discussion between manager and employee and the clarity of target setting. Over 400 employees have completed a survey on eight qualitative criteria of a PDR discussion. For the first time, DCC can consider the qualitative and quantitative data and better understand the reality of performance management in DCC.</p>
Impact Assessment:	Equalities Impact Assessment: Not applicable.
	Use of Evidence: The quantitative data is based on the number of PDRs recorded in DES. The qualitative data uses the 408 employee responses from the survey.
	Budget: There are no cost implications.
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as: Current Risk: LOW Residual Risk: LOW</p>

PDR: Completion Rates and Quality of PDR Survey

	Other Implications: None
Recommendation	It is recommended that the Staffing Committee:- (i) Consider the completion rate statistics for the year 2015/6 PDR cycle and associated commentary provided by Directors (ii) Consider the survey data on the quality of the PDR discussion and associated insights
Reason for Recommendation	To ensure that the Staffing Committee is kept apprised of PDR completion rates and qualitative data and the implications for performance management across DCC.
Appendices	1) 2016/17 mid-year PDR completion data as at 16 Dec 2016. 2) Quality of PDR Survey Results
Background Papers	None
Report Originator and Contact	Name: Paul Loach, HR Business Partner (Economy and Environment and Dorset Waste Partnership) Tel: 01305 225189 Email: paul.loach@dorsetcc.gov.uk

PDR: Completion Rates and Quality of PDR Survey

1. Introduction

- 1.1 PDR completion rates have improved considerably over the last six years in DCC, from 41% in 2011 to 76% in 2016 for full year, 32% to 75% for mid-year completion.
- 1.2 In 2016, DCC has a reasonably high level of PDR completion, though it varies from Directorate to Directorate. The challenge has moved from raising low completion rates across DCC to raising PDR completion rates for areas of inconsistent practice.
- 1.3 DCC are not aware of other organisations who have attempted to measure the quality of the PDR discussion. With over 400 responses, DCC are able to add qualitative data for a more reliable insight in to this most important tool for performance management.

2. 2016/17 Mid-Year PDR Data

- 2.1 The yearly PDR process starts in February to April each year when the full year work targets are agreed. The mid-year PDR review takes places during August to October and measures progress to date. Appendix 1 shows the latest mid-year PDR completion rates for 2016/17. Historically, completion rates for the mid-year reviews are lower in DCC than for the original full year PDR review.
- 2.2 The mid-year completion rates across DCC for 2016 is 75%. When we take into account employees who have left throughout the year, and employees absent due to maternity or sickness, the completion rates are reasonably good. There remains areas of lower PDR completion which are highlighted in this report.
- 2.3 The highest rates of PDR completion in DCC are Dorset waste Partnership at 96%, followed by Environment and Economy at 90%. Adults and Community Services report 73% completion, whilst Children's Services achieved 53% completion.
- 2.4 The Chief Executives Department is now organised under two areas, Finance and Procurement led by Richard Bates, and Legal, Democratic, HR+OD and Transformation led by Jonathan Mair. The new name for Jonathan Mair's service is Organisational Development. Finance and Procurement report a 62% completion rate, whilst Legal Democratic, HR+OD and Transformation report a 75% completion rate. Within this Directorate, HR+OD achieved a 98% completion rate, Governance and Assured Services 88% but Corporate Development reports 27% completion rate.

The three teams within Corporate Development with very low completion rates are Partnerships & Co-Production, Policy and Research and Forward Together and LGR PMO. A verbal update will be brought to committee on the background and action plan to rectify the low completion rates.

PDR: Completion Rates and Quality of PDR Survey

3. PDR Completion rates in DCC 2014 – 2016

Comparison of PDR completion rates: 2014 to 2016

Directorate	Full Year April 2014	Mid Year Oct 14	Full Year April 15	Mid Year Oct 15	Full Year April 16	Mid Year Oct 16	Full Year 14 compared to Full Year 16 (100 = no change)	Mid Year 16 compared to Mid Year 14 (100 = no change)
DCC	76.32	65.12	78.40	92.38	76.23	75.27	99.88	115.59
Chief Executive Dept	84.23	75.42	88.24	94.98	87.87	71.00	104.32	94.14
Adults & Community Services	82.20	74.95	87.50	90.74	75.28	72.68	91.58	96.97
Childrens Services	48.83	50.22	68.95	80.44	56.90	57.67	116.53	114.83
Environment and Economy	86.94	65.37	69.53	91.84	91.55	90.03	105.30	137.72
Dorset Waste Partnership	94.80	30.12	12.86	90.23	78.63	94.51	82.94	313.78
Public Health	89.13	100.00	43.24	97.44	91.67	41.03	102.85	41.03
DCC Headcount	6,124	5,725	5,800	4,250	4,173	3,865		

Notes

1. The CEX data for April 2014 averages the Policy and Performance and Corporate Resources areas
2. The CEX comparison data for Oct 16 averages the two areas, led by Richard Bates and Jonathan Mair. It also excludes ICT, now in EE
3. Adults & Community Services excludes Tricuro data from July 2015 onwards

- 3.1 Completion rates for the full year PDR meeting (February to April each year) has remained broadly unchanged over two years at 76%
- 3.2 Completion rates for mid-year PDR meeting (August to October each year) have fluctuated from 65% in Oct 14, 92% in October 15 to 75% in October 16.
- 3.3 Areas with the more consistent high completion rates include Environment and Economy who have achieved scored more than 90% completion over the last 3 reporting periods. DWP have achieved 90% completion for 2 of the last 3 reporting periods and appear to be consolidating good performance.
- 3.4 Children's services have struggled for consistency in their PDR completion rates, and Oct 2015 was the best performance at 80% completion. Adults and Community Services rates have varied, mostly in the 70-80% completion rates.

4. Directorate Commentary

4.1 Chief Executives Department

The Chief Executives Department has changed from October 2016 with ICT and Emergency Planning joining Environment and Economy. Jonathan Mair leads CED Legal, Democratic, HR+OD & Transformation (Organisational Development) whilst Richard Bates leads the CED Finance and Procurement section.

PDR: Completion Rates and Quality of PDR Survey

The full year PDR completion rates have remained consistently high at 84-88% over the last 3 years. In contrast, the mid-year PDR rate has fallen this year from a high of 94% to 71% in October 2016.

Which services report higher completion rates and what are the reasons for this?

HR+OD led by Sheralyn Huntingford:-

HR report a 98% mid-year PDR completion rate, representing 125 out of 127 completions. This was achieved by every manager diarising their PDR reviews in good time and completion rates being regularly monitored and discussed by the HR Leadership Team. There were clear expectations set that all PDRs need to be completed in the 3 month window which forms the mid-year PDR review period.

Governance and Assurance led by Mark Taylor:-

Although a smaller team, 8 out of 9 employees received a mid-year PDR this year. This was due to prioritisation of PDRs and ensuring they are booked into the calendars in good time.

Which areas report the lower completion rates?

Corporate Development report the lowest completion rate of 27%, followed by Financial Services at 67% and Legal and Democratic Services also at 67%.

4.2 Public Health

2016 Mid Year PDR review completion rate is 85% (as at 4 January 2017)

Non completion is only for 3 staff which are currently on maternity leave, and for new starters who have had a main PDR review rather than a mid-year review

4.3 Adult & Community Services

The 2016 Mid Year PDR review completion rate is 72% (as at 4 January 2017).

A detailed analysis of the figures shows that mid-year PDR review completion has been varied across the Directorate. In Early Help and Community Services there has been a completion rate of 86% with non-completion due to maternity leave, sickness and new starters. There is a similar picture in Business Innovation and Development Service where completion of mid-year review stands at 91% and in Safeguarding, Quality and Compliance at 81%. In the two commissioning services a performance of 64% and 86% actually means that four staff have not had a mid-year review. This coincides with internal changes to the service which mean that the PDR targets are under review, these reviews will be conducted. The main area of variable completion is within the Adult Care service. This front line service has a completion rate for mid-year review of 54%. Much of this is due to sickness, maternity leave and starters and leavers; the turnover rate in this service now stands at 22%.

Where there are a number of new starters full PDR's are being completed and recorded on the system (not mid-year PDR reviews). In addition, some teams have been under additional pressure from vacancies and sickness. This has contributed to delays in completion of reviews particularly in East Dorset, Christchurch, North Dorset and Dorchester and West where vacancy levels and sickness cover mean completion rates are relatively lower. In other teams such as Mental Health and Hospitals completion rates are around 90%; Weymouth and Portland completion rates are 77% with 72% completion in Purbeck. Work is ongoing to address the pressures in teams and to ensure that PDR reviews are carried out as part of driving a performance culture.

PDR: Completion Rates and Quality of PDR Survey

4.4 Children's Services

Design and Development: Progress has been made since the current reporting period. Performance reflects the restructure and new arrangements that came into place during August and September that occupied manager's time and focus. Lessons learnt include the timing of implementation of new structures and stronger messages to managers about keeping the basics in focus.

Care and Protection: It has been a considerable challenge to deliver the mid-way figure for Care and Protection in October 2016. This reflects the fact that the new service was launched in September 2016. The majority of staff moved to new line managers with the emphasis being upon new supervision arrangements and contracts. In addition the management teams were focused upon ensuring continuity of service delivery for children, young people and their families at a point of significant change. Therefore the figures reflect that in Business Support the PDR process was able to be completed prior to the 5th September due to the fact that their restructure and implementation was not completed until the end of September, while this was not achievable for the rest of the services sitting within Care and Protection who as the Family Support service in August were still in the process of accepting new posts and positions. There is now in place a robust tracking and monitoring procedure for the end of year PDR's for the whole of the service which are due to commence at the end of January 2017.

SEND Services (0-25): Specialist Teaching and Advisory Services - Missing data was down to new starters, a bereavement and a change in line management due to a restructure.

County Psychological Service: Missing data appears to be down to a change in line management due to a restructure or due to new starters/maternity leave.

SEN Assessment Team - Some review dates were not booked in because the day allocated in October was given over to staff training about OBA and Obsessions. The meetings have now taken place or booked to happen within the month.

Early Action: The service underwent significant changes in September 2016 with some 120 staff from 222 experiencing a change of line management. Alongside the carry forward of a number of vacancies, particularly within the management arrangements, this has impacted upon the ability to fulfil the target of PDR midyear review completion. Another impact was the need to await the DES alignment of all the new roles to the correct line management. Care and Protection DES corrections needed to be completed prior to Early Action DES inputting being undertaken. A good number of PDR reviews have now been completed but these are only now able to be input onto DES. Completing the PDR updates and DES reports is a priority for January 2017.

Educational Services: The recording of PDRs is not completely reflective of the number completed. The reconfiguring of line management in DES took longer than anticipated (nearly all errors have now been corrected) and although PDR activities took place it still appears that not all have been retrospectively recorded. However, there are also some cases where meetings did not occur and the importance of this is being followed up with those line managers. All line managers are being reminded of the need to book PDR sessions with their direct reports now for February and March, with April being used to catch up on any that are delayed to ensure that all PDRs are completed before the deadline and that this is entered in DES so that records are accurate.

4.5 Environment & the Economy

PDR: Completion Rates and Quality of PDR Survey

Environment and Economy, led by Mike Harries, has the highest PDR completion rates of all the larger Directorates, achieving an overall score of 90% completion. 1056 out of 1173 employees have received a mid-year PDR this year; the highest completion levels are Dorset Highways with 98%.

Andrew Martin, Service Director reports “Dorset Highways operate a very structured service planning and performance management framework which sees Team and Service objectives and targets being monitored formally on a monthly basis. PDR completion is managed at all levels through the service with Service Managers reporting to Monthly Management meetings on completion progress and any issues that may prevent every employee receiving their PDR. Service Managers and Team Leaders are individually held accountable and are required to meet with the Head of Service if they do not fulfil their responsibilities”.

4.6 Dorset Waste Partnership

Dorset Waste Partnership, led by Karyn Punchard, has achieved an outstanding PDR completion rate of 94% meaning that 327 out of 346 employees received a mid-year PDR. DWP office based employees receive an individual PDR discussion whilst the operational teams have Group PDRs (i.e. a PDR conducted within a small team).

Karyn Punchard reports “the high completion rates were achieved by DWP’s focus on learning and development this year across all roles. Supervisors and managers of operational staff in particular have been able to conduct interviews with the majority of the workforce, building on behaviours workshops and a staff suggestion scheme and sharing good practice with each other across DWP depots. Most managers have now attended the DCC management and leadership courses and understand the importance of the annual performance discussion. The DWP Senior Management Team has targeted areas where PDR completion was lagging behind and reminded all managers to record the PDR discussion in DES”.

5. Learning Points from more consistently high performing areas:-

- PDRs are viewed as a key performance and development tool rather than an addition to busy workload.
- PDRs are viewed as making the Service Plan “real” as translates the higher service objectives into clear projects or tasks for individual completion.
- The Directorate Leadership Team sets clear and consistent expectation that PDRs will be completed on time
- Early planning of PDRs into managers and employees calendars
- Regular monitoring of PDR completion by the senior managers and early intervention where PDR’s are not being completed promptly
- Ask local managers to identify the barriers for PDR completion and make interventions as needed

6. Quality of the PDR Discussion Survey Results

The data for each of the eight questions is shown in Appendix 2.

6.1 Methodology

The survey was conducted by two methods, intranet (Sharepoint) and by paper. Emails were sent to all managers and employees asking them to complete a short online survey. For managers with staff who don’t have access to the intranet, a paper version of the

PDR: Completion Rates and Quality of PDR Survey

survey was attached. Reminders were also sent via a Sharepoint survey and Managers Mail bulletin.

6.2 Response

The response levels are shown in detail in Appendix 2; 407 responses were received of which 7 were paper survey responses and 400 intranet based responses. The survey was not sent to operational DWP employees as their PDRs are carried on a team rather than individual basis. The response findings are therefore more descriptive of employees with intranet access rather than those who do not.

6.3 Main findings

- a) **Frequency of PDR meetings:** 84% of employees have received both a full year and mid-year PDR meeting. Only 2% reported missing both full and mid-year PDRs. This data is important as this helps to verify the data on completion rates managers input into DES.
- b) **Frequency of performance discussions:** 50% of employees reports monthly discussions, and a further 30% of employees report performance discussions take place between PDR meetings. 2% of employees state that performance is not discussed. This data is important because it demonstrates that DCC is embracing a performance culture.
- c) **Quality of the PDR discussion:** 43% of employees report the quality of their PDR discussion as "excellent" with 36% describing the quality of their PDR as "good". Only 4% describe the quality of the discussion as "poor / very poor". This is an encouraging indication that employees consider the PDR as worthwhile and important.
- d) **Development needs discussion;** 53% of employees discussed their development needs with their manager and have planned development activity as a result. In total 42% of employees discussed their development needs but no development activity is planned as a result. The results provide compelling evidence that employees development needs are being actively addressed via the PDR process.
- e) **Clarity of performance targets:** In total, 88% of employees are clear on their performance targets. 6% were unclear and 3% of employees stated that no targets were set. This data provides confidence that performance targets are understood and regularly discussed.
- f) **Mistakes / non-achievements discussion:** 50% of employees report that their mistakes or non-achievements were discussed openly with a view to learn. 41% report that all targets were achieved and there are no mistakes or errors to discuss. 2% report that mistakes or non-achievements were only discussed in a critical manner. The evidence is encouraging that a learning rather than critical culture is prevalent in DCC. The question arises whether there were no mistakes or errors for the 165 (41%) of employees, or whether there is reluctance by some managers to discuss mistakes or non-achievements.
- g) **Preparation for the PDR discussion:** In total, 76% of employees stated that they had prepared for their PDR discussion; 15% had not prepared and 7% did not feel they needed to prepare. This shows the benefit of HR+OD reminding managers and employees of the need to prepare for the PDR discussion, and we will continue this practice in the future.

PDR: Completion Rates and Quality of PDR Survey

7. Use of the Qualitative PDR survey data

The PDR qualitative data will be reported to each Directorate Leadership team, so best practice can be shared and areas of improvements identified. HR+OD will seek the views of Directors as to whether the qualitative survey is to be carried out on an annual basis.

Effective performance management requires managers to be equally competent in leading discussions with their reportees, on the achievement, or non-achievement, of their targets. HR+OD will support this aim throughout the design of the PDR form and the Learning and Development content offered to managers.

The qualitative data will in future form part of the managers' performance dashboard for each Directorate, alongside sickness absence rates, employee survey and PDR completion data. All managers and employees can view every Directorate's dashboard data via the Sharepoint (intranet site), to enable comparisons to be made and their progress measured.

8. Conclusion

DCC continues recent trends in high levels of PDR completion with mid-year PDR completion levels now equalling full year PDR completions. We have 407 responses from employees, the high majority of whom report a positive PDR experience with good evidence of a performance and development culture.

Further work is required in Children's Services and Corporate Development especially to embed a PDR culture and to understand the quality of the PDR discussion in the Directorate. To a lesser degree, this is also true for Finance and Procurement and Adults and Community.

Sheralyn Huntingford
Head of HR+OD

January 2017

PDR: Completion Rates and Quality of PDR Survey

Appendix 1

Mid-Year PDR Completion Summary 2016/17

Reporting date: 16.12.2016

Organisational Unit	Headcount	Mid Year Reviews Recorded	% Mid Year Reviews Recorded
Dorset Count Council	3,865	2,909	75.27
Chief Executive	2	0	0.00
Environment & the Economy	1,173	1,056	90.03
Environment & the Economy	2	1	50.00
ICT and Customer Services	209	150	71.77
Environment	218	190	87.16
Economy	461	437	94.79
Dorset Highways	278	273	98.20
Business Improvement Team	5	4	80.00
CED-Finance & Procurement	119	74	62.18
CED-Finance & Procurement	3	0	0.00
Financial Services	116	74	63.79
CED-Legal, Democratic, HR&OD, Transformatio	236	178	75.42
CED-Legal, Democratic, HR&OD, Transformatio	3	2	66.67
Human Resources & Org. Development	127	125	98.43
Corporate Development	55	15	27.27
Governance & Assurance Services	9	8	88.89
Legal & Democratic Services	42	28	66.67
Public Health	39	16	41.03
Public Health	2	1	50.00
Office Management Team	14	6	42.86
Public Health Programmes Dorset & Poole	2	1	50.00
Healthcare Public Health & Bournemouth	6	2	33.33
Sexual Health and Poole	6	5	83.33
Healthcare Public Health/Health Improve.	1	0	0.00
Healthcare Public Health & Intelligence	8	1	12.50
Children's Services	1,056	609	57.67
Children's Services	2	0	0.00
Care and Protection	458	259	56.55
Prevention & Partnerships	501	297	59.28
Design & Development	95	52	54.74
Adult & Community Services	893	649	72.68
Adult & Community Services	1	1	100.00
Adult Care	410	226	55.12
Business Development and Performance	42	35	83.33
Commissioning - Adult Care and Carers	10	6	60.00
Commissioning-LD, MH, Housing & Prevent.	6	6	100.00
Early Help & Community Services	389	344	88.43
Safeguarding and Quality	35	30	85.71
Dorset Waste Partnership	346	327	94.51
Dorset Waste Partnership	2	1	50.00
Strategy	34	34	100.00
Operations	299	281	93.98
Finance and Commercial	11	11	100.00

PH Now 85%

**Quality of the PDR discussion – Survey Results Nov/Dec 2016
All Directorates**

Directorate	Responses	% of Responses
Adult and Community Services	94	23
CED-Finance & Procurement	27	7
CED-Legal, Democratic, HR&OD, Transformation (Organisational Development)	64	16
Children's Services	82	20
Dorset Waste Partnership	10	2
Environment and the Economy, including ICT and Customer Services	128	31
Public Health	2	0
Grand Total	407	100

1) In the last 12 months, have you had both a mid-year AND a full year PDR?	Response	%
Both meetings were missed	8	2
Light touch PDR as I was a new starter/or away from work for part of the year	28	7
One meeting was missed	30	7
Yes	341	84
Grand Total	407	100

2) How often do you and your manager discuss your performance?	Response	%
Every month	230	57
Occasional discussions between PDRs	124	30
Only at PDR time	36	9
We don't discuss my performance	9	2
(blank)	8	2
Grand Total	407	100

3) How do you rate the quality of the PDR?	Response	%
Excellent/very good	177	43
Good	147	36
Poor/very poor	15	4
Satisfactory	60	15
(blank)	8	2
Grand Total	407	100

PDR: Completion Rates and Quality of PDR Survey

4) Were your development needs discussed?	Response	%
A bit rushed, no training/development activity is planned	22	5
No, not discussed	10	2
Yes and I have training/development activity planned	232	57
Yes, but no training/development activity is planned	135	33
(blank)	8	2
Grand Total	407	100

5) Are you clear on your targets arising from your PDR?	Response	%
No targets set	12	3
Unclear targets	26	6
Yes	339	83
Yes, but the targets were imposed	22	5
(blank)	8	2
Grand Total	407	100

6) Were your achievements discussed?	Response	%
Not discussed	23	6
Yes, but the good practice will not be shared	66	16
Yes, but too briefly to learn	35	9
Yes, we will share good practice with others	275	67
(blank)	8	2
Grand Total	407	100

7) Were any mistakes or non-achievements discussed?	Response	%
All targets achieved, no mistakes/errors to discuss	165	41
Only discussed in a critical manner	6	1
Yes, but too briefly to learn	27	7
Yes, openly discussed with a view to learn	201	49
(blank)	8	2
Grand Total	407	100

8) Did you prepare for your PDR discussion?	Response	%
I didn't think I needed to prepare	28	7
No preparation	62	15
Yes, but I was a little rushed	62	15
Yes, I brought some notes to the PDR meeting	247	61
(blank)	8	2
Grand Total	407	100