

# Staffing Committee

**Dorset County Council**



Date of Meeting	29 January 2018
Officer	Head of Organisational Development
Subject of Report	<b>Performance Development Reviews (PDR): Completion Rates and Survey Results of the Quality of PDR Discussions</b>
Executive Summary	<p>DCC has worked hard to embed high levels of PDR completion and high quality PDR discussions. There is always more progress we can make, but there is strong evidence to show PDRs are both consistently carried out and effectively used.</p> <p>Mid year PDR completion rates stand at 83% across DCC, up from 65% in 2014. The most significant improvement in completion rates is in Public Health; 41% in 2016 to 88% in 2017. Children's Services also achieved a sizeable improvement, from 58% in 2016 to 73% in 2017.</p> <p>The second key component of the PDR process is the quality of the PDR discussion between manager and employee. Over 800 respondents have completed a survey on eight components of the PDR discussion. The response is double the completion rate for 2016. The main findings are 74% of respondents report the quality of their PDR discussion as either "excellent" or "good". Only 5% of respondents describe the quality of their PDR discussion as "poor or very poor".</p>
Impact Assessment:	<p>Equalities Impact Assessment: Not applicable.</p> <p>Use of Evidence: The quantitative data (i.e. the number of PDR completions) is based on data recorded in DES by the manager. The qualitative data (i.e. the quality of the PDR discussion) is based on the data from the employee survey.</p>

## PDR: Completion Rates and Quality of PDR Survey

	<p>Budget: There are no cost implications.</p>
	<p>Risk Assessment: 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>
	<p>Other Implications: None</p>
Recommendation	<p>It is recommended that the Staffing Committee:-</p> <ul style="list-style-type: none"> <li>(i) Consider the 2017 mid-year PDR completion rates</li> <li>(ii) Consider the survey data on the quality of the PDR discussion and associated insights</li> </ul>
Reason for Recommendation	<p>To ensure that Staffing Committee is kept apprised of the effectiveness of performance management in DCC</p>
Appendices	<ul style="list-style-type: none"> <li>1) 2017/18 mid-year PDR completion data</li> <li>2) Quality of PDR Survey Data 2017</li> </ul>
Background Papers	<p>None</p>
Report Originator and Contact	<p>Name: Paul Loach, HR Business Partner (Economy and Environment and Dorset Waste Partnership) Tel: 01305 225189 Email: paul.loach@dorsetcc.gov.uk</p>

## **PDR: Completion Rates and Quality of PDR Survey**

### **1. Introduction**

- 1.1 Personal Development Reviews (PDRs) are the building block for performance management within DCC. PDRs measure both the achievements of individuals and how these achievements were made (behaviours). PDRs are also developmental in purpose providing opportunity to plan development activities for the year ahead.
- 1.2 During the full year review (February to April), managers and employees review the completed year together and then set targets for the year ahead. During the mid-year review (August to October) progress against these targets are reviewed.
- 1.3 Both service and team plans provide the framework from which employee targets are set. These targets are agreed between the manager and employee and recorded on the PDR form. The employee's learning and development needs are also discussed and recorded.
- 1.5 It is not possible to achieve a 100% PDR completion rate for the following reasons:-
  - \* employees who left before completing their PDR
  - \* employees on maternity / paternity / adoption leave at the time of PDR completion
  - \* employees with a long term sickness condition
  - \* new employees who joined just prior to the PDR completion window
- 1.6 DCC are not aware of other organisations who have attempted to measure the quality of the PDR discussion. With over 800 responses, DCC can now provide qualitative data for the most important tool in performance management.
- 1.7 This January 2018 report focuses on the mid-year PDR completion rates (August to October 17).

### **2. Commentary on mid-year PDR completions 2017**

- 2.1 DCC mid year PDR completion rates stand at 83% in 2017, up from 65% in 2014
- 2.2 The highest rate of mid-year PDR completion continues to be in Dorset Waste Partnership (DWP) at 94% and Environment and Economy (EE) at 93%. These two Directorates have achieved consistently high completion rates since October 2015.
- 2.3 Mid year (August – October) PDR completion rates have historically lagged behind those for the full year PDR window (April to June). In 2017 however there was a significant increase in mid-year PDR completion across DCC (83% in 2017, 72% in 2016).
- 2.4 The most significant improvement being Public Health; 41% completion in 2016 to 88% in 2017. Childrens' Services also report a sizeable improvement, from 58% last year to 73% this year.
- 2.5 DCC has an overall mid-year completion rate of 83% but there is still scope for improvement. The services which require further focus (excluding small teams) include:-
  - \* Legal Services; 47% mid year PDR completion
  - \* Estates and Assets; 51% mid year PDR completion
  - \* Programme Office (Corp. Development); 61% mid year PDR completion
  - \* Childrens' (Design and Development); 65% mid year PDR completion

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### 3. PDR completion rates: a longer term perspective (2014 – 2017)

PDR Completion Rates 2014 - 2017								
Organisation	Full year April 14	Mid Year October 14	Full year April 15	Mid Year October 15	Full year April 16	Mid Year October 16	Full year April 17	Mid Year October 17
All DCC	76	65	78	92	76	72	86	83
Chief Executive Dept *	84	75	88	95	88	71	80	75
Adults & Community Services	82	75	88	91	75	73	82	82
Children's Services	49	50	69	80	57	58	81	73
Environment and Economy	87	65	70	92	92	90	94	93
Dorset Waste Partnership	95	30	13	90	79	95	93	94
Public Health	89	100	43	97	92	41	93	88
<b>DCC Headcount</b>	6,124	5,725	5,800	4,250	4,173	3,865	4,048	4,022
<b>Notes</b>								
a)	Chief Executive's Department data averages the PDR completion rates for the areas led by Jonathan Mair, Richard Bates and Darran Gunter							
b)	Adults & Community Services excludes Tricuro data from July 2015 onwards							

### 4. Quality of the PDR Discussion Survey Results

The detailed responses for each of the eight questions are shown in Appendix 2.

#### 4.1 Methodology

Emails were sent to all employees asking them to complete the short online survey. Survey completion was voluntary.

Last year, paper versions of the same survey were made available for those without intranet access, but only 7 respondents completed the paper survey. For this reason, paper surveys were not made available in 2017. Going forward, we could use new technology to make the survey available via mobile phones, tablets or other devices. This would enable non-office based employees to participate in future surveys, but it is dependent on the technology development request being granted.

These survey results reflect the respondents' perspective of the PDR discussion, which could be different from their managers' perspective.

#### 4.2 Response

816 survey responses were received in 2017 up from 406 responses last year. Detailed survey responses for each Directorate are shown in Appendix 2.

#### 4.3 Main findings

- a) **Frequency of PDR meetings:** 85% of respondents have received both a full year and mid-year PDR meeting. Only 2% reported missing both full and mid-year PDRs.

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This information is important as this helps to verify the data on completion rates managers input into DES. This result is entirely consistent with the 2016 data, albeit with double the response rate (816 from 407).

- b) **Frequency of performance discussions:** 51% of respondents report having a monthly performance discussion; a further 33% report discussions taking place between PDR meetings (but not monthly). 2% of respondents state that performance is not discussed during the year. Compared to 2016 data, there has been a small decline in the percentage of respondents reporting monthly PDRs (57% to 51%).
- c) **Quality of the PDR discussion:** 35% of respondents report the quality of their PDR discussion as “excellent” with 39% describing the quality of their PDR as “good”. Only 5% describe the quality of the discussion as “poor / very poor”. The data suggests respondents consider the PDR as worthwhile and important. Compared to 2016 results, there has been a small shift from excellent to “good and satisfactory” PDRs, but the percentage of respondents reporting a poor or very poor PDR remains low at 5%.
- d) **Development needs discussion;** 57% of respondents discussed their development needs with their manager and have planned some development activity as a result. In addition, 31% of respondents discussed their development needs but no development activity was planned. Only 4% of respondents reported that no development discussion took place. This data is broadly consistent with the 2016 survey results
- e) **Clarity of performance targets:** In total, 83% of respondents were clear as to their performance targets. 6% were unclear and 3% of respondents stated that no targets were set. This data provides confidence that performance targets are understood and regularly discussed. This result is identical to the 2016 survey result.
- f) **Achievements discussion:** 90% of respondents report discussing their achievements with their manager but 8% report their achievements were not discussed. 2% of respondents did not answer this question. 62% of respondents report that good practice will be shared with others, down from 69% last year. This data is important as discussing achievements is likely to be motivating and sharing learning helps develop better practice.
- g) **Mistakes / non-achievements discussion:** 52% of respondents report that their mistakes or non-achievements were discussed openly with a view to learn. 36% report that all targets were achieved and there were no mistakes or errors to discuss. 3% report that mistakes or non-achievements were only discussed in a critical manner. The evidence indicates a learning rather than critical culture is prevalent in DCC. The data is broadly consistent with the 2016 survey results.

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- h) **Preparation for the PDR discussion:** In total, 74% of respondents stated that they had prepared for their PDR discussion; 15% had not prepared and 9% did not feel they needed to prepare. The data is broadly consistent with the 2016 survey results. Going forward, HR+OD will continue to remind respondents and managers to prepare for their PDR discussion, via newsletters, Sharepoint articles and team briefings.

### **5. Conclusion**

In 2016, PDR completions had become more consistently applied across DCC. Staffing Committee members asked HR+OD to provide evidence as to the quality of the PDR discussion. In other words, was it an effective tool for performance management? The assertion being that holding a PDR discussion does not necessarily result in a positive performance and development discussion. As a result, the first quality of the PDR discussion survey took place last year, which was repeated in November / December 2017. With 816 responses in 2017 (double last year's response rate), the results indicate effective PDRs are being carried out in nearly all instances.

DCC are now seeing consistently high PDR completion levels during both the full and mid-year PDR windows. This stated, further work is required in Children's Services (Design and Development) and Organisational Development (Legal and Democratic Services) to fully embed a PDR culture. This also applies to Finance (Estates and Assets) and Adults and Community (Adult Care).

DCC has worked hard to embed high levels of PDR completion and performance in the majority of the organisation. This has provided DCC with a solid performance management framework to plan and measure our future challenges.

Jonathan Mair  
Head of Organisational development

**January 2018**

Mid Year PDR 17/18 - Final Report

Organisation	Manager	Headcount	PDRs Completed	PDRs Completed %
<b>All DCC</b>	<b>Mrs Deborah Ward</b>	<b>4022</b>	<b>3342</b>	<b>83%</b>
<b>Adult &amp; Community Services</b>	<b>&lt;Vacant Position&gt; / Ms Helen Coombes</b>	<b>921</b>	<b>756</b>	<b>82%</b>
Adult Care	Mr Harry Capron	458	339	74%
Early Help & Community Services	Mr Paul Leivers	425	384	90%
Safeguarding and Quality	Mrs Sally Wernick	38	33	87%
<b>Children's Services</b>	<b>Mr Nicholas Jarman</b>	<b>1125</b>	<b>818</b>	<b>73%</b>
Care and Protection	Mrs Vanessa Glenn	502	381	76%
Design & Development	Mr Patrick Myers	327	212	65%
Prevention & Partnerships	<Vacant Position> / Mr Jay Mercer	294	223	76%
<b>Dorset Waste Partnership</b>	<b>Ms Karyn Punched</b>	<b>402</b>	<b>378</b>	<b>94%</b>
Finance and Commercial	Mr Paul Ackrill	12	10	83%
Operations	Mr Michael Moon / Mr Tegwyn Jones	349	329	94%
Strategy	Mrs Gemma Clinton	39	38	97%
<b>Environment &amp; Economy</b>	<b>Mr Michael Harries</b>	<b>1127</b>	<b>1049</b>	<b>93%</b>
Business Improvement Team	Mr Derek Hansford	4	3	75%
Dorset Highways	Mr Andrew Martin	285	276	97%
Economy	Mr Matthew Piles	439	398	91%
Environment	Mr Peter Moore	192	176	92%
ICT and Customer Services	Mr Richard Pascoe	205	194	95%
<b>Finance &amp; Procurement</b>	<b>Mr Richard Bates</b>	<b>177</b>	<b>138</b>	<b>78%</b>
Accountancy-EnviroEcoChiefExePensionsDWP	Mr Andrew Smith	52	46	88%
Estate & Assets	Mr Peter Scarlett	35	18	51%
Financial Services	<Vacant Position> / Mr William Mcmanus	84	70	83%
Treasury and Investments	Mr David Wilkes	4	3	75%
<b>Organisational Development</b>	<b>Mr Jonathan Mair</b>	<b>180</b>	<b>137</b>	<b>76%</b>
Democratic Services	Mr Lee Gallagher	12	7	58%
Governance & Assurance Services	Mr Mark Taylor	9	6	67%
HR Operations	Mr Christopher Matthews	78	71	91%
HR Specialist Services	Mrs Alison Crockett / Mrs Sheralyn Towner	42	36	86%
Legal Services	Miss Grace Evans	36	17	47%
Programme	Mr Darran Gunter	45	27	60%
Corporate Development	Mrs Karen Andrews	44	27	61%
<b>Public Health</b>	<b>Doctor David Phillips</b>	<b>42</b>	<b>37</b>	<b>88%</b>
Healthcare Public Health & Bournemouth	Mr Sam Crowe	36	33	92%

Data extracted from DES on 18/11/2017

**Quality of the PDR discussion – Survey Results Nov/Dec 2017  
All Directorates**

Directorate	2016 Responses	2017 Responses	Headcount in Directorate (2017)	% of Directorate response 2017 (based on headcount)
Adult and Community Services	94	214	940	23%
CED-Finance & Procurement	27	36	178	20%
CED-Legal, Democratic, HR&OD, Transformation (Organisational Development)	64	44	176	24%
Children's Services	82	215	1,119	19%
Dorset Waste Partnership	10	25	403 (only 55 are office based)	(See Note 1)
Environment and the Economy, including ICT and Customer Services	128	267	1132	24%
Public Health	2	9	42	21%
Programme	n/a	6	40	15%
<b>Grand Total</b>	<b>407</b>	<b>816</b>	<b>4,033</b>	<b>Mean average 20% response</b>

**Note 1:** 86% of DWP staff are non-office based and complete Group, not individual, PDRs (and are not part of this survey). The office response rate is therefore 25 out of 55 staff (45%).

1) In the last 12 months, have you had both a mid-year AND a full year PDR?	2016 %	2017 %
Both meetings were missed	2	2
Light touch PDR as I was a new starter/or away from work for part of the year	7	8
One meeting was missed	7	5
Yes	84	85
<b>Grand Total</b>	<b>100</b>	<b>100</b>

2) How often do you and your manager discuss your performance?	2016 %	2017 %
Every month	57	51
Occasional discussions between PDRs	30	33
Only at PDR time	9	12
We don't discuss my performance	2	2
Not answered	2	2
<b>Grand Total</b>	<b>100</b>	<b>100</b>



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<b>3) How do you rate the quality of the PDR?</b>	<b>2016 %</b>	<b>2017 %</b>
Excellent/very good	43	35
Good	36	39
Satisfactory	15	19
Poor/very poor	4	5
Not answered	2	2
<b>Grand Total</b>	<b>100</b>	<b>100</b>

<b>4) Were your development needs discussed?</b>	<b>2016 %</b>	<b>2017 %</b>
A bit rushed, no training/development activity is planned	5	6
No, not discussed	3	4
Yes and I have training/development activity planned	57	57
Yes, but no training/development activity is planned	33	31
Not answered	2	2
<b>Grand Total</b>	<b>100</b>	<b>100</b>

<b>5) Are you clear on your targets arising from your PDR?</b>	<b>2016 %</b>	<b>2017 %</b>
No targets set	3	3
Unclear targets	6	6
Yes	83	83
Yes, but the targets were imposed	6	6
Not answered	2	2
<b>Grand Total</b>	<b>100</b>	<b>100</b>

<b>6) Were your achievements discussed?</b>	<b>2016 %</b>	<b>2017 %</b>
Not discussed	6	8
Yes, but the good practice will not be shared	16	19
Yes, but too briefly to learn	9	9
Yes, we will share good practice with others	69	62
Not answered	0	2
<b>Grand Total</b>	<b>100</b>	<b>100</b>

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<b>7) Were any mistakes or non-achievements discussed?</b>	<b>2016 %</b>	<b>2017 %</b>
All targets achieved, no mistakes/errors to discuss	41	36
Only discussed in a critical manner	2	3
Yes, but too briefly to learn	7	7
Yes, openly discussed with a view to learn	50	52
Not answered	0	2
<b>Grand Total</b>	<b>100</b>	<b>100</b>

<b>8) Did you prepare for your PDR discussion?</b>	<b>2016 %</b>	<b>2017 %</b>
I didn't think I needed to prepare	7	9
No preparation	15	15
Yes, but I was a little rushed	15	19
Yes, I brought some notes to the PDR meeting	61	55
Not answered	2	2
<b>Grand Total</b>	<b>100</b>	<b>100</b>

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