TYNE AND WEAR FIRE AND RESCUE AUTHORITY   **Item No 6**

MEETING: HUMAN RESOURCES COMMITTEE 20 JULY 2020

SUBJECT: PERFORMANCE DEVELOPMENT REVIEW (PDR) UPDATE

JOINT REPORT OF THE CHIEF FIRE OFFICER, / CHIEF EXECUTIVE (CLERK TO THE AUTHORITY), FINANCE DIRECTOR AND PERSONNEL ADVISOR

1   PURPOSE OF REPORT

1.1   The purpose of this report is to update Members on the progress of the Performance Development Review (PDR) process.

2   BACKGROUND

2.1   In July 2018, Members received a report [Min 4/2018 refers] detailing the progress made through the PDR pilot and plans to implement a new annual PDR approach to support the Tyne and Wear Fire and Rescue Service (TWFRS) in achieving its strategic objectives, modernise its existing approach and to better manage and develop its future talent.

3   APPROACH AND PROGRESS TO PDR BUILD AND ROLL OUT

SYSTEM BUILD

3.1   To host the PDR, TWFRS used the Talent module of Core HR, the system that had already been purchased by the Service. The system build consisted of mapping the process that had been trialled and evaluated during the PDR pilot, and testing it with a cross section of employees and collating feedback.

3.2   Acting on the feedback, the process was evolved, to ensure it encouraged effective conversations and minimised administration. The system was then tested and made ready for 'go live'.

PEOPLE SKILLS / ABILITIES

3.3   Systems and processes on their own do not create the environment to enable effective PDR conversations to happen. They need to be complemented with managers and employees who are ready to engage in open and honest discussions with helpful feedback about each other's behaviours and their performance and potential. The TWFRS Leadership Bond behavioural framework brings this to life and provides the foundation and expectation for individuals, with the option for managers to use a 360⁰ assessment to gain a deeper insight.

3.4 The Organisational Development (OD) Team identified pockets of good practice within the Service and to capitalise on this, took an adult learning approach,

designing a series of 'effective performance conversations' workshops. Middle and senior managers from across the Service attended to share good practice, discuss and debate the merits of the existing approaches and consider through research, new models, tools or techniques to enhance skill sets and increase confidence.

3.5 One of the key outcomes of the workshops was to identify the issues that they might face in implementing PDR with their teams, and creating a set of resources that can be used by them and their supervisory managers to help address these.

3.6 Supervisory managers were, and continue to be, supported with a number of initial team and watch briefings to raise awareness and encourage buy to secure commitment to use the PDR. This support remains in place for all managers and employees, as TWFRS progresses through the annual PDR cycle.

EARLY DAYS APPROACH

3.7 The system build was made 'live' in September 2019, and along with a series of communications, employees were encouraged to log on and begin the process of having a discussion with their manager and setting objectives. This served as a lead in time (up to March 2020), to give employees a chance to familiarise themselves with the system, adjust to the new approach, consider how to set meaningful objectives and give and receive feedback, in preparation for April 2020, when the full annual PDR cycle would commence.

3.8 The OD Team is aware that setting an objective is only part of the process and that the real value will come from the meaningful conversations that will be held, and that we will consistently get better at, over time.

L&OD DEPARTMENT – CONTINUOUS IMPROVEMENT AND LOOK FORWARD

3.9 Throughout the duration of this project, from design, implementation and now the embedding stage, the OD Team working as part of the wider Learning and Organisational Development group to continuously evaluate, reflect and identify improvements.

3.10 Feedback from key stakeholders has been gathered, to build on the great wealth of experience and knowledge within the Service for the benefit of all. It is anticipated that this approach will secure 'buy in' over the longer term and enable benefits to be realised by employees, the Service and the communities of Tyne and Wear.

3.11 As PDR become embedded, consideration will be given to how PDR can support further conversations around the potential and aspirations of our staff. This will ensure that our approach to talent management and development is based on

meaningful discussions, where motivation and the drive to be the best we can be, will shine through in our future leaders at all levels within the Service.

4 RISK MANAGEMENT

4.1 The risk of implementing and embedding a revised PDR process continues to be assessed as low, but it is essential that employees are developed and perform to be the best they can be, to provide the best possible and sustainable service to our community.

5 FINANCIAL IMPLICATIONS

5.1 There are no financial implications as a result of embedding the revised PDR process.

6 EQUALITY AND FAIRNESS IMPLICATIONS

6.1 The contents of the report support TWFRS vision and values, in particular goal four and the core values of "we value all our employees" and "we value improvement at all levels of the service".

6.2 The PDR is designed to have a positive impact on everyone's potential, and to carry out their role to the best of their ability, fostering equality, diversity and inclusion; as well as the opportunity to express and strive for career aspirations that they may have.

7 HEALTH AND SAFETY IMPLICATIONS

7.1 There are no health and safety implications in respect of this report.

8 RECOMMENDATIONS

8.1 Members are recommended to:

  a) Note the content within the report
  b) Receive further reports/ updates as appropriate.

BACKGROUND PAPERS

The under mentioned background papers refer to the subject matter of the above report

- Performance development review (PDR) and next steps