

TYNE AND WEAR FIRE AND RESCUE AUTHORITY

Item No. 7

MEETING: HUMAN RESOURCES COMMITTEE 19 JULY 2021

SUBJECT: PERFORMANCE DEVELOPMENT REVIEW (PDR) UPDATE

**JOINT REPORT OF THE CHIEF FIRE OFFICER, THE CLERK TO THE AUTHORITY, THE
STRATEGIC FINANCE OFFICER AND THE PERSONNEL ADVISOR TO THE AUTHORITY**

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to update members on the progress of the Performance Development Review (PDR) as it has now completed its first full cycle from April 2020 to March 2021.

2 BACKGROUND

- 2.1 At its meeting on 20 July 2020 the Human Resources Committee received a report detailing the progress made as the Service began to roll out PDR, building on the work of a previous pilot, a 6 month soft launch (October 2019 to March 2020) and utilising the investments made in the Core HR system.

3 PROGRESS UPDATE

- 3.1 The Service has now completed its first full cycle of PDR. There was a focus during this first year on compliance, getting employees used to the system and having more purposeful performance and development conversations. Supporting resources including videos, guides, 1-2-1 and team training sessions helped the Service to achieve an overall PDR completion rate of 84%.
- 3.2 Acknowledging that this was the first full year of a brand new PDR, the impact of employee absence and turnover as well as the disruption of the Covid-19 pandemic, this was a good outcome and showed great flexibility and resilience within the Learning & Organisational Development (L&OD) department, who led on this first full year of implementation.
- 3.3 The PDR was continually monitored and evaluated through the first year in an effort to understand how it was being experienced, with compliance rates being monitored by the L&OD department through an organisational Key Performance Indicator.

3.4 A more formal evaluation survey was launched to all employees at the end of April 2021 in an effort to find out what went well, and where aspects could be improved. Key themes included:

- The PDR gives a structure for regular and useful conversations but in some cases, the process felt too long winded
- Needing more familiarity of the Core HR system, which through support and continued use will improve
- Training and support from our IT Trainer was highly valued and refreshers of the system for 2021/22 would be welcomed.

3.5 These themes, along with other feedback, gives us an informed starting point for future work around PDR, the effectiveness of support provided and to what extent it may need to evolve in the future.

3.6 In this current PDR cycle (April 2021 to March 2022) there will be a focus on quality of objective setting whilst still ensuring compliance is maintained. As our employees become more familiar with the process and develop their understanding of the potential value of PDR (alongside specific training), we should see objectives being agreed that are sufficiently challenging and stretching for individuals, supporting peoples learning and development and helping employees achieve their own and the Service's goals.

4 RISK MANAGEMENT

4.1 There are no risk management implications arising from the content of this report.

5 FINANCIAL IMPLICATIONS

5.1 There are no financial implications arising from the content of this report.

6 EQUALITY AND FAIRNESS IMPLICATIONS

6.1 There are no equality and fairness implications arising from the content of this report. The PDR has been designed to have a positive impact on our employee's experience of work. Monitoring and evaluation of PDR as it embeds within the Service will take this aspect into account.

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

HR Committee 20th July 2020

