

**BRISTOL CITY COUNCIL
HUMAN RESOURCES COMMITTEE**

19 February 2009

Report of: The Head of Human Resources

Title: PMDS Scores 2007/08

Ward: City Wide

Officer presenting report: Sue Grist, HR Adviser
(Business Transformation)

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RECOMMENDATION

This report is submitted to this Committee for its information and observation.

Summary

A summary of the PMDS scores for the year ending 31 March 2008 is attached at Appendix A. It can be seen that:-

- 86.5% of all employees contacted have been awarded a PMDS score
- 7.5% of employees were unable to be awarded a score due to a number of valid reasons
- 5.4% of employees have scores outstanding
- 2.7% of respondents (227 employees) have been awarded a score of 1 or 2
- 83.8% of respondents have been awarded a score of 3 or more

The significant issues in the report are:

As above. Any outstanding PMDS scores are being chased by the relevant HR Manager.

1. Policy

1.1 The Performance Management and Development Scheme is the city council's approach to planning, monitoring, reviewing and improving the performance of people throughout the organisation.

1.2 The scheme includes:

- an individual performance plan agreed between the jobholder and manager(s) of the process. This contains key objectives and performance measures for the following 12 months. Progress is reviewed at least twice during the year. Overall performance is jointly reviewed at the end of the 12-month period and the jobholder's performance is given an overall rating (of 1,2,3,4 or 5).
- an agreed personal development plan to support the delivery of key objectives, which includes any training needs identified for the manager or employee concerned.

2. Consultation

2.1 Internal

The proposal set out in this report has not been the subject of trade union consultation.

2.2 External

N/A

3. Background and Assessment

3.1 The decision was taken by the Chief Executive in July 2008 that all individual PMDS scores for the year ending 31 March 2008 would be input into the HR system (Workforce).

3.2 Systems developments to allow this work to be done by line managers through manager access to the Workforce System was unsuccessful, therefore a manual exercise was undertaken to collect and input these scores through the dissemination of spreadsheets containing details of employees in each division / service unit to each 3rd tier manager. Inevitably there have been recent moves of staff within and across departments since the start of this exercise.

3.3 A summary of the updated PMDS scores for 2007/08 for each department is shown at Appendix A.

3.4 This data does not include information for employees within locally managed schools, who are not subject to the Council's PMDS appraisal process. Managers who had previously failed to supply any of the requested information within the requested time frame have all now provided scores and are included within the attached schedule.

3.5 It can be seen that:-

- 86.5% of all employees contacted have been awarded a PMDS score. This compares with 84% of employees who responded to the Employee Survey 2007 confirming that they had received a PMDS review in the last 12 months.
- 7.5% of employees were unable to be awarded a score due a number of valid reasons eg. new employee, on maternity leave, long term sick or long term sickness of manager, employed under alternative employment arrangements (eg. Teachers' Pay & Conditions).
- 5.4% of employees have scores outstanding
- 2.7% of respondents (227 employees) have been awarded a score of 1 or 2
- 83.8% of respondents have been awarded a score of 3 or more

3.6 SLT have previously considered this data on 4th and 11th November 2008 and noted that:-

“there was an outstanding issue to resolve regarding the completion of PMDS in the “culture” section of City Development.

SLT agreed:

1. All SDs and HR managers to review the list of employees who have received a PMDS score of 1 or 2, to ensure that appropriate action is being taken (this has been provided).

2. All SDs and HR managers to review the list of employees who have not been awarded a PMDS score, to ensure there is a valid reason for this.

3. Noted that compliance with PMDS requirements would be included as part of the quarterly directorate health checks.”

3.7 The HR Manager for the directorates concerned is currently chasing all remaining outstanding appraisal scores.

3.8 **Views of Deputy Chief Executive**

In discussion with the Head of HR, the Deputy Chief Executive has confirmed that during 2009/10, he will follow up areas of the Council where it is evident that there has been non-compliance with the Council's Performance Management Development Scheme (PMDS). This approach will be underpinned by a new (corporate) competence training programme for directors, managers and supervisors, covering the following core competencies:

- i. Performance Management re service delivery
- ii. Financial Management
- iii. People Management

The purpose of this initiative is to ensure that directors, managers and supervisors are given skills training to assist them in achieving the level of competence required of posts at this level. A further progress report will be submitted to this Committee in October 2009

4. **Summary**

4.1 This report is submitted to this Committee, in response to members' requests that they receive details of the PMDS application for 2007/08. The level of compliance in 2007/08 is considerably higher than in previous years.

5. **Other Options Considered**

N/A

6. **Risk Assessment**

N/A

7. **Equalities Impact Assessment**

N/A

Legal and Resource Implications

Legal: Not sought.

Financial:

(a) **Revenue** N/A

(b) Capital N/A
(Advice from designated Finance Officer)

Land: N/A

Personnel: As set out in paragraphs 3.1 - 3.7 above.

Appendices:

Appendix A: PMDS Scores 2007/08 by department

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
Background Papers: None

Department / Division	* Unable to score	Score outstanding	No. o/s	1s	2s	3s	4s	5s	Totals
Adult Community Care									
Older People/Physical Sensory Impairment/Care Mgt	9.20%	12.88%	42/326	0.00%	0.92%	59.51%	16.26%	1.23%	90.80%
Learning Difficulties/Provider Services	3.35%	7.55%	117/1550	0.00%	2.13%	77.61%	9.35%	0.00%	96.65%
Commissioning & Performance	8.00%	10.00%	5/50	0.00%	4.00%	64.00%	14.00%	0.00%	92.00%
Finance	13.33%	13.33%	6/45	0.00%	0.00%	60.00%	13.33%	0.00%	86.67%
ACC Total	4.67%	8.63%	170/1971	0.00%	1.93%	73.87%	10.71%	0.20%	95.33%
Planning, Transport & Sustainable Development									
Strategic Development	28.09%	4.49%	4/89	0.00%	2.25%	24.72%	39.33%	1.12%	71.91%
Area Planning Service	9.15%	2.61%	4/153	0.00%	0.65%	53.59%	32.68%	1.31%	90.85%
Transport Operations	7.88%	24.55%	81/330	0.00%	1.52%	49.09%	16.06%	0.91%	92.12%
PTSD Support Services	7.02%	0.00%	0	0.00%	0.00%	50.88%	40.35%	1.75%	100.00%
PTSD Total	10.97%	14.15%	89/629	0.00%	1.27%	46.90%	25.60%	1.11%	89.03%
Chief Executives									
Drugs & Community Strategy	12.07%	0.86%	1/116	0.00%	3.45%	33.62%	49.14%	0.86%	87.93%
Policy, Performance & Equalities	20.00%	0.00%	0	0.00%	2.50%	45.00%	31.25%	1.25%	80.00%
Corporate Communications	15.00%	0.00%	0	0.00%	0.00%	35.00%	50.00%	0.00%	85.00%
Regeneration	13.33%	1.67%	1/60	0.00%	0.00%	56.67%	28.33%	0.00%	86.67%
External Relations	0.00%	0.00%	0	0.00%	0.00%	33.33%	66.67%	0.00%	100.00%
CX Total	14.70%	0.72%	2/279	0.00%	2.15%	41.94%	39.78%	0.72%	85.30%
Central Support Services									
Contract Services	2.85%	5.17%	58/1121	0.00%	2.50%	78.59%	10.88%	0.00%	97.15%
Finance & Procurement	15.85%	1.64%	3/183	0.00%	2.73%	31.15%	39.89%	8.74%	84.15%
Human Resources	10.96%	1.83%	4/219	0.00%	0.91%	39.73%	42.01%	4.57%	89.04%
Information & Communications Technology	1.90%	0.63%	1/158	0.63%	3.16%	53.16%	39.24%	1.27%	98.10%
Legal & Democratic Services	20.88%	0.00%	0	0.00%	2.75%	51.10%	24.73%	0.55%	79.12%
Property & Local Tax	7.08%	2.55%	9/353	0.00%	2.83%	54.39%	30.03%	3.12%	92.92%
CSS Total	6.81%	3.38%	75/2216	0.05%	2.48%	62.91%	22.56%	1.81%	93.19%
Neighbourhood & Housing Services									
Strategic Housing	5.74%	6.04%	20/331	0.00%	4.23%	45.32%	32.02%	6.65%	94.26%
Housing Operations	10.45%	1.39%	4/287	0.00%	20.56%	52.61%	14.63%	0.35%	89.55%
Customer Services	19.89%	5.11%	9/176	0.00%	0.57%	38.64%	35.23%	0.57%	80.11%
Housing Services	6.63%	1.10%	2/181	0.55%	3.31%	56.91%	30.94%	0.55%	93.37%
Technical Services	10.48%	2.86%	6/210	0.00%	0.95%	51.90%	33.33%	0.48%	89.52%
Environmental Services	11.34%	2.06%	4/194	0.00%	2.58%	58.76%	21.65%	3.61%	88.66%
ICT	13.51%	0.00%	0	0.00%	2.70%	37.84%	43.24%	2.70%	86.49%
NHS Total	10.24%	3.18%	45/1416	0.07%	6.21%	50.07%	27.82%	2.40%	89.76%
Culture & Leisure									
Director's Office	14.29%	14.29%	1/7	0.00%	0.00%	42.86%	28.57%	0.00%	85.71%
Parks & Estates	12.61%	2.25%	5/222	0.00%	0.90%	37.84%	38.29%	8.11%	87.39%
Cultural Services	15.29%	8.39%	62/739	0.00%	0.81%	38.43%	34.64%	2.44%	84.71%
C&L Total	14.67%	7.02%	68/968	0.00%	0.83%	38.33%	35.43%	3.72%	85.33%
Children & Young Peoples Services									
Safeguarding & Specialist Service	0.00%	1.32%	8/605	0.17%	2.64%	51.57%	42.64%	1.65%	100.00%
Partnerships & Localities	0.00%	3.76%	7/186	0.00%	0.00%	38.17%	51.61%	6.45%	100.00%
Standards & Achievement	0.00%	0.00%	0	0.00%	0.00%	28.26%	59.78%	11.96%	100.00%
Transforming Learning	0.00%	0.00%	0	0.00%	1.22%	65.85%	30.49%	2.44%	100.00%
Health Partnership	0.00%	0.00%	0	0.00%	0.00%	8.70%	69.57%	21.74%	100.00%
Integrated Youth	0.00%	0.00%	0	3.33%	3.33%	41.67%	45.00%	6.67%	100.00%
CYPS Total	0.00%	1.43%	15/1048	0.29%	1.81%	46.76%	45.52%	4.20%	100.00%
Council wide total	7.51%	5.44%	464/8527	0.06%	2.60%	56.67%	25.77%	1.96%	92.49%

* The data for C&YPS was distributed and collated by Children's Workforce team. Employees who were unable to be score have been excluded.

** All 'Unable to score' marks are for legitimate reasons eg.Maternity Leave, Long Term Sick, New employee etc with the exception of CYPS as noted above.