

**BRISTOL CITY COUNCIL**  
**HUMAN RESOURCES COMMITTEE**  
**For Resolution**  
**18 November 2010**

**Report of:** Service Director: Strategic HR & Workforce Strategy

**Title:** PMDS Scores 2009-10

**Ward:** Citywide

**Officer Presenting Report:** Mark Williams, Service Manager:  
Corporate HR

**Contact Telephone Number:** (0117 92) 24838

**RECOMMENDATION**

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

**Summary**

The Performance Management and Development Scheme is an important component in delivering lasting improvement and improving the performance of the authority. A summary of the PMDS scores for the year ending 31 March 2010 is attached at Appendix A.

**The significant issues in the report are:**

This report focuses on three key issues:

- (i) the level/percentage of PMDS appraisals undertaken within Bristol City Council;
- (ii) the distribution of scores; and
- (iii) the follow-up actions taken to address poor performance.

Any outstanding PMDS appraisals/actions are being chased by the relevant HR Business Partner.

## **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.

1.3 PMDS forms an integral part of the Council's Performance Management Framework. PMDS results within Directorates are reported and challenged through a new Balanced Scorecard.

An extract from the Performance Management (Framework) Policy, concerning action to be taken where staff/management appraisals are below the required standard of 3, is attached as Appendix C.

1.4 For 2009/10, two of the PMDS descriptions for assessing overall performance were changed as follows:-

- Good became Satisfactory (score of 3)
- Excellent became Good (score of 4)

## **2. Consultation**

### **2.1 Internal**

Not applicable.

## 2.2 External

Not applicable.

## 3. Context

3.1 A summary of the PMDS scores for 2009/10 for each directorate is shown at Appendix A, together with a comparison against 2007/08 and 2008/09.

3.2 Appendix A shows that:-

- 96.02% of employees eligible for a PMDS review have been scored. This compares with 93.10% of eligible employees in 2008/09.
- 1.23% of employees were awarded a score of 1 or 2. This compares with 1.69% of employees in 2008/09.
- 94.78% of eligible employees were awarded a score of 3 or above. This compares with 91.35% of employees in 2008/09.

3.3 This data does not include information for employees within locally managed schools, who are not subject to the Council's PMDS appraisal process. 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) are also not included.

3.4 The appraisal scores set out in Appendix A show that there are 3413 employees who were "ineligible" for a PMDS appraisal score. This equates to approximately one third of the Council's workforce (excluding schools), in part attributable to restructuring (eg transfer of staff to the STS in December 2009).

3.5 The 2009/10 results reveal:-

- an increased level of compliance with PMDS. An 8.96% improvement over a two year period.
- the overall distribution of scores has changed significantly in respect of the number of employees whose overall performance has been judged as "good" on level 4 scores. The increase could be related to the change in the score description referred to in paragraph 1.4.
- a reduction in the number of employees whose performance is unsatisfactory i.e a score of 1 or 2. Individual cases are being followed up by STS HR. The analysis in Appendix B highlights that managers

are not referring cases of poor or below average performance to STS HR, and as a consequence the percentage of employees who should have received a (formal) "performance improvement plan" has reduced significantly. Three further actions are being taken to address this:-

(1) HR Business Partners are following up the (apparent) non-compliance with the Performance Management (Framework) Policy as set out in Appendix C attached.

(2) Guidance to managers needs to be strengthened in respect of the role of HR in supporting managers in this area and this is now being addressed.

(3) STS HR is ensuring that all employees awarded a score of 1 have been given a warning under the Improving Performance Procedure and those awarded a score of 2 have been issued with a formal / written Performance Improvement Plan.

- it has been recognised by Senior Management within Health & Social Care that the compliance rate of 86.44% is still well below the target of 100% compliance. In order to address this management and HR have worked together to identify where the gaps in compliance are and have agreed a solution for next year. Working with Learning and Development, areas where managers struggle to meet and score a huge number of employees have been identified and it has been agreed that the scoring of those employees will be delegated to managers who have fewer reports and are working more closely with the employees concerned. Training and support will be given to those managers identified.

- 3.6 The decision was taken by the Chief Executive in July 2008 that all individual PMDS scores for the year ending 31 March 2008 onwards would be input into the HR system (Vision). This has been delayed owing to other e-development priorities, and work associated with the establishment of new systems/structures for the STS (HR). However PMDS scores for 2009/10 are being added to individual employee records.
- 3.7 Systems developments to allow this work to be done by line managers through manager access to the HR Vision System was not completed in time, therefore a manual exercise was undertaken to collect these scores through nominated directorate "Champions".
- 3.8 The PMDS outcomes were considered by SLT on 5<sup>th</sup> October 2010, and have been updated to include PMDS appraisal scores received during the last 6 weeks.

#### **4. Proposal**

This report is submitted to this Committee, in response to Members' requests that they receive details of the PMDS application on an annual basis.

#### **5. Other Options Considered**

Not applicable.

#### **6. Risk Assessment**

6.1 Failure to address poor performance by employees will reduce the impact of the council's drive to strengthened performance management council wide.

#### **7. Equalities Impact Assessment**

Not applicable.

#### **Legal and Resource Implications**

**Legal** Not sought.

#### **Financial**

**(a) Revenue:** Not applicable.

**(b) Capital:** Not applicable.

**Land** Not applicable.

**Personnel** As set out in paragraphs 3.1 - 3.8 above.

#### **Appendices**

Appendix A PMDS Scores 2009-10 by Directorate

Appendix B PMDS Scores of 1 and 2 by Directorate

Appendix C Extract from Performance Management (Framework) Policy regarding PMDS appraisal scores.

#### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

#### **Background Papers:**

None

## Appendix A - Ineligible Count

Department / Division	Ineligible Headcount	a	b	c	d	e	Eligible + Ineligible Headcount
<b>City Development</b>							
Direct Report to 1st tier/Misc	15	0	0	0	2	13	38
Economic & Cultural Development	394	7	11	10	337	29	850
Major Projects	25	0	1	0	16	8	127
Planning & Sustainable Development	14	5	1	0	2	6	153
Transport	245	3	7	6	77	152	603
<b>CD TOTAL</b>	<b>693</b>	<b>15</b>	<b>20</b>	<b>16</b>	<b>434</b>	<b>208</b>	<b>1771</b>
<b>Children Young People &amp; Skills</b>							
Direct Report to 1st tier/Misc	94	0	0	0	93	1	96
Education Strategy & Targeted Support	259	12	6	6	214	21	518
Learning Achievement & Schools	281	7	3	16	229	26	585
Performance, Policy & Partnerships	7	0	0	5	1	1	31
Safeguarding & Specialist Services	223	23	14	32	67	87	919
<b>CYPS TOTAL</b>	<b>864</b>	<b>42</b>	<b>23</b>	<b>59</b>	<b>604</b>	<b>136</b>	<b>2149</b>
<b>Deputy Chief Executive's</b>							
Direct Report to 1st tier/Misc	0	0	0	0	0	0	2
Communications & Marketing Strategy & Performance	5	2	0	1	1	1	53
Deputy Chief Executive's	13	0	0	1	3	9	47
	3	1	0	1	1	0	13
<b>DCX TOTAL</b>	<b>21</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>10</b>	<b>115</b>
<b>Health &amp; Social Care</b>							
Direct Report to 1st tier/Misc	1	0	0	0	0	1	2
Older People Services	84	6	4	9	1	64	294
MH, LD & DP	27	4	2	6	12	3	117
Care Services	441	23	68	18	317	15	1733
Putting People First	24	2	2	7	2	11	83
<b>H&amp;SC TOTAL</b>	<b>577</b>	<b>35</b>	<b>76</b>	<b>40</b>	<b>332</b>	<b>94</b>	<b>2229</b>
<b>Neighbourhoods</b>							
Direct Report to 1st tier/Misc	132	2	1	4	121	4	193
Neighbourhoods & Communities	0	0	0	0	0	0	2
Environmental & Leisure Services	132	8	10	14	96	4	516
Landlord Services	52	1	13	21	3	14	752
Safer Bristol	54	4	4	7	3	36	240
Strategic Housing	37	13	6	6	5	7	385
<b>NEIGHBOURHOOD TOTAL</b>	<b>407</b>	<b>28</b>	<b>34</b>	<b>52</b>	<b>228</b>	<b>65</b>	<b>2088</b>
<b>Resources</b>							
Direct Report to 1st tier/Misc	6	4	0	1	1	0	41
Finance	26	8	2	6	1	9	262
Legal Services	113	8	5	51	44	5	284
Strategic HR & Workforce Strategy	11	0	0	0	11	0	11
Strategic HR & Workforce Strategy (New)	5	0	1	0	4	0	59
Apprentices/Future Job Fund Trainees	78	0	0	43	35	0	95
<b>RESOURCE TOTAL</b>	<b>239</b>	<b>20</b>	<b>8</b>	<b>101</b>	<b>96</b>	<b>14</b>	<b>752</b>
<b>Transformation</b>							
Direct Report to 1st tier/Misc	3	0	0	2	1	0	10
Integrated Customer Services	24	3	4	12	0	5	282
Information Communications & Technology	8	0	2	2	2	2	207
Portfolio Programmes & Projects	3	0	0	3	0	0	25
Shared Transactional Services	574	4	2	19	541	8	900
<b>TRANSFORMATION TOTAL</b>	<b>612</b>	<b>7</b>	<b>8</b>	<b>38</b>	<b>544</b>	<b>15</b>	<b>1424</b>
<b>COUNCIL WIDE TOTAL</b>	<b>3413</b>	<b>150</b>	<b>169</b>	<b>309</b>	<b>2243</b>	<b>542</b>	<b>10528</b>

a) maternity leave

b) long term sickness

c) new starter (within the past 6 months)

d) employed under alternative terms &amp; conditions\*

e) not in my establishment

\*Includes casual staff

## Appendix A - Percentages

Department / Division	Eligible Headcount	Total Scores Returned	Total Scores					Total % Returned
			1s	2s	3s	4s	5s	
<b>City Development</b>								
Direct Report to 1st tier/Misc	23	23	0.00%	0.00%	56.52%	43.48%	0.00%	100.00%
Economic & Cultural Development	456	449	0.00%	1.32%	70.83%	26.32%	0.00%	98.46%
Major Projects	102	102	0.00%	0.98%	36.27%	60.78%	1.96%	100.00%
Planning & Sustainable Development	139	139	0.00%	0.72%	43.17%	53.96%	2.16%	100.00%
Transport	358	355	0.00%	0.84%	47.77%	49.72%	0.84%	99.16%
<b>CD TOTAL</b>	<b>1078</b>	<b>1068</b>	<b>0.00%</b>	<b>1.02%</b>	<b>56.03%</b>	<b>41.28%</b>	<b>0.74%</b>	<b>99.07%</b>
<b>Children Young People &amp; Skills</b>								
Direct Report to 1st tier/Misc	2	2	0.00%	0.00%	50.00%	50.00%	0.00%	100.00%
Education & Targeted Support	259	241	0.00%	0.00%	42.08%	47.10%	3.86%	93.05%
Learning Achievement & Schools	304	299	0.00%	1.32%	30.26%	55.92%	10.86%	98.36%
Performance, Policy & Partnerships	24	24	0.00%	4.17%	20.83%	62.50%	12.50%	100.00%
Safeguarding & Specialist Services	696	696	0.00%	1.01%	46.26%	48.42%	4.31%	100.00%
<b>CYPS TOTAL (not including schools)</b>	<b>1285</b>	<b>1262</b>	<b>0.00%</b>	<b>0.93%</b>	<b>41.17%</b>	<b>50.19%</b>	<b>5.91%</b>	<b>98.21%</b>
<b>Deputy Chief Executive's</b>								
Direct Report to 1st tier/Misc	2	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Communications & Marketing	48	47	0.00%	0.00%	52.08%	43.75%	2.08%	97.92%
Strategy & Performance	34	32	0.00%	0.00%	38.24%	52.94%	2.94%	94.12%
Deputy Chief Executive's	10	10	0.00%	0.00%	10.00%	70.00%	20.00%	100.00%
<b>DCX TOTAL</b>	<b>94</b>	<b>89</b>	<b>0.00%</b>	<b>0.00%</b>	<b>41.49%</b>	<b>48.94%</b>	<b>4.26%</b>	<b>94.68%</b>
<b>Health &amp; Social Care</b>								
Direct Report to 1st tier/Misc	1	1	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
Older People Services	210	193	0.00%	1.90%	45.24%	42.38%	2.38%	91.90%
MH, LD & DP	90	90	0.00%	2.22%	63.33%	32.22%	2.22%	100.00%
Care Services	1292	1085	0.00%	0.62%	59.06%	23.99%	0.31%	83.98%
Putting People First	59	59	0.00%	3.39%	22.03%	71.19%	3.39%	100.00%
<b>H&amp;SC TOTAL</b>	<b>1652</b>	<b>1428</b>	<b>0.00%</b>	<b>0.97%</b>	<b>56.17%</b>	<b>28.51%</b>	<b>0.79%</b>	<b>86.44%</b>
<b>Neighbourhoods</b>								
Direct Report to 1st tier/Misc	61	59	0.00%	4.92%	40.98%	50.82%	0.00%	96.72%
Neighbourhoods & Communities	2	2	0.00%	0.00%	0.00%	50.00%	50.00%	100.00%
Environmental & Leisure Services	384	377	0.00%	0.52%	49.22%	42.71%	5.73%	98.18%
Landlord Services	700	700	0.00%	1.71%	45.43%	51.71%	1.14%	100.00%
Safer Bristol	186	185	0.00%	1.61%	47.85%	48.39%	1.61%	99.46%
Strategic Housing	348	348	0.29%	3.74%	36.78%	56.32%	2.87%	100.00%
<b>NEIGHBOURHOOD TOTAL</b>	<b>1681</b>	<b>1671</b>	<b>0.06%</b>	<b>1.96%</b>	<b>44.56%</b>	<b>50.21%</b>	<b>2.62%</b>	<b>99.41%</b>
<b>Resources</b>								
Direct Report to 1st tier/Misc	35	35	0.00%	0.00%	25.71%	74.29%	0.00%	100.00%
Finance	236	236	0.42%	0.00%	50.00%	49.58%	0.00%	100.00%
Legal Services	171	171	0.00%	1.17%	36.84%	60.82%	1.17%	100.00%
Strategic HR & Workforce Strategy	0	0	n/a - all employed under alternative t&c's					
Strategic HR & Workforce Strategy (New)	54	54	0.00%	0.00%	24.07%	75.93%	0.00%	100.00%
Apprentices	17	17	0.00%	0.00%	58.82%	41.18%	0.00%	100.00%
<b>RESOURCE TOTAL</b>	<b>513</b>	<b>513</b>	<b>0.19%</b>	<b>0.39%</b>	<b>41.52%</b>	<b>57.50%</b>	<b>0.39%</b>	<b>100.00%</b>
<b>Transformation</b>								
Direct Report to 1st tier/Misc	7	5	0.00%	0.00%	14.29%	57.14%	0.00%	71.43%
Integrated Customer Services	258	256	0.00%	0.00%	31.40%	62.40%	5.43%	99.22%
Information Communications & Technology	199	197	0.50%	2.01%	47.74%	41.71%	7.04%	98.99%
Portfolio Programmes & Projects	22	19	0.00%	4.55%	27.27%	54.55%	0.00%	86.36%
Shared Transactional Services	326	324	0.00%	1.84%	64.72%	32.52%	0.31%	99.39%
<b>TRANSFORMATION TOTAL</b>	<b>812</b>	<b>801</b>	<b>0.12%</b>	<b>1.35%</b>	<b>48.52%</b>	<b>45.07%</b>	<b>3.57%</b>	<b>98.65%</b>
<b>COUNCIL WIDE TOTAL 2009/10</b>	<b>7115</b>	<b>6832</b>	<b>0.04%</b>	<b>1.19%</b>	<b>48.57%</b>	<b>43.74%</b>	<b>2.47%</b>	<b>96.02%</b>
COUNCIL WIDE TOTAL 2008/09	7418	6906	0.08%	1.66%	54.57%	34.25%	2.53%	93.10%
COUNCIL WIDE TOTAL 2007/08			0.06%	2.60%	56.67%	25.77%	1.96%	87.06%

## Appendix A - Numbers

PMDS Figures 2009-10

Department / Division	Number Outstanding	1s	2s	3s	4s	5s	Eligible Headcount	Total Returned	Return %
<b>City Development</b>									
Direct Report to 1st tier/Misc	0	0	0	13	10	0	23	23	100.00%
Economic & Cultural Development	7	0	6	323	120	0	456	449	98.46%
Major Projects	0	0	1	37	62	2	102	102	100.00%
Planning & Sustainable Development	0	0	1	60	75	3	139	139	100.00%
Transport	3	0	3	171	178	3	358	355	99.16%
<b>CD TOTAL</b>	<b>10</b>	<b>0</b>	<b>11</b>	<b>604</b>	<b>445</b>	<b>8</b>	<b>1078</b>	<b>1068</b>	<b>99.07%</b>
<b>Children Young People &amp; Skills</b>									
Direct Report to 1st tier/Misc	0	0	0	1	1	0	2	2	100.00%
Education Strategy & Targeted Support	18	0	0	109	122	10	259	241	93.05%
Learning Achievement & Schools	5	0	4	92	170	33	304	299	98.36%
Performance, Policy & Partnerships	0	0	1	5	15	3	24	24	100.00%
Safeguarding & Specialist Services	0	0	7	322	337	30	696	696	100.00%
<b>CYPS TOTAL</b>	<b>23</b>	<b>0</b>	<b>12</b>	<b>529</b>	<b>645</b>	<b>76</b>	<b>1285</b>	<b>1262</b>	<b>98.21%</b>
<b>Deputy Chief Executive's</b>									
Direct Report to 1st tier/Misc	2	0	0	0	0	0	2	0	0.00%
Communications & Marketing	1	0	0	25	21	1	48	47	97.92%
Strategy & Performance	2	0	0	13	18	1	34	32	94.12%
Deputy Chief Executive's	0	0	0	1	7	2	10	10	100.00%
<b>DCX TOTAL</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>39</b>	<b>46</b>	<b>4</b>	<b>94</b>	<b>89</b>	<b>94.68%</b>
<b>Health &amp; Social Care</b>									
Direct Report to 1st tier/Misc	0	0	0	0	1	0	1	1	100.00%
Older People Services	17	0	4	95	89	5	210	193	91.90%
MH, LD & DP	0	0	2	57	29	2	90	90	100.00%
Care Services	207	0	8	763	310	4	1292	1085	83.98%
Putting People First	0	0	2	13	42	2	59	59	100.00%
<b>H&amp;SC TOTAL</b>	<b>224</b>	<b>0</b>	<b>16</b>	<b>928</b>	<b>471</b>	<b>13</b>	<b>1652</b>	<b>1428</b>	<b>86.44%</b>
<b>Neighbourhoods</b>									
Direct Report to 1st tier/Misc	2	0	3	25	31	0	61	59	96.72%
Neighbourhoods & Communities	0	0	0	0	1	1	2	2	100.00%
Environmental & Leisure Services	7	0	2	189	164	22	384	377	98.18%
Landlord Services	0	0	12	318	362	8	700	700	100.00%
Safer Bristol	1	0	3	89	90	3	186	185	99.46%
Strategic Housing	0	1	13	128	196	10	348	348	100.00%
<b>NEIGHBOURHOOD TOTAL</b>	<b>10</b>	<b>1</b>	<b>33</b>	<b>749</b>	<b>844</b>	<b>44</b>	<b>1681</b>	<b>1671</b>	<b>99.41%</b>
<b>Resources</b>									
Direct Report to 1st tier/Misc	0	0	0	9	26	0	35	35	100.00%
Finance	0	1	0	118	117	0	236	236	100.00%
Legal Services	0	0	2	63	104	2	171	171	100.00%
Strategic HR & Workforce Strategy	0	0	0	0	0	0	0	0	N/A
Strategic HR & Workforce Strategy (New)	0	0	0	13	41	0	54	54	100.00%
Apprentices/Future Job Fund Trainees	0	0	0	10	7	0	17	17	100.00%
<b>RESOURCE TOTAL</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>213</b>	<b>295</b>	<b>2</b>	<b>513</b>	<b>513</b>	<b>100.00%</b>
<b>Transformation</b>									
Direct Report to 1st tier/Misc	2	0	0	1	4	0	7	5	71.43%
Integrated Customer Services	2	0	0	81	161	14	258	256	99.22%
Information Communications & Technology	2	1	4	95	83	14	199	197	98.99%
Portfolio Programmes & Projects	3	0	1	6	12	0	22	19	86.36%
Shared Transactional Services	2	0	6	211	106	1	326	324	99.39%
<b>TRANSFORMATION TOTAL</b>	<b>11</b>	<b>1</b>	<b>11</b>	<b>394</b>	<b>366</b>	<b>29</b>	<b>812</b>	<b>801</b>	<b>98.65%</b>
<b>COUNCIL WIDE TOTAL</b>	<b>283</b>	<b>3</b>	<b>85</b>	<b>3456</b>	<b>3112</b>	<b>176</b>	<b>7115</b>	<b>6832</b>	<b>96.02%</b>



	Awaiting medical advice / employee off sick	Employee left / dismissed	Employee suspended	Improvement plan in place / employee being monitored	Resolved	Score changed / appealed	Unknown	Total
<b>City Development</b>								
Score 1	0	0	0	0	0	0	0	0
Score 2	2	2	0	2	0	0	5	11
<b>Total</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>11</b>
<b>Children Young People &amp; Skills</b>								
Score 1	0	0	0	0	0	0	0	0
Score 2	1	3	0	4	0	0	4	12
<b>Total</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>12</b>
<b>Deputy Chief Executive's</b>								
Score 1	0	0	0	0	0	0	0	0
Score 2	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Health &amp; Social Care</b>								
Score 1	0	0	0	0	0	0	0	0
Score 2	1	2	0	7	0	0	6	16
<b>Total</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>16</b>
<b>Neighbourhoods</b>								
Score 1	0	0	0	0	0	0	1	1
Score 2	0	0	0	14	1	0	18	33
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>1</b>	<b>0</b>	<b>19</b>	<b>34</b>
<b>Resources</b>								
Score 1	0	1	0	0	0	0	0	1
Score 2	0	0	0	2	0	0	0	2
<b>Total</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Transformation</b>								
Score 1	0	0	0	0	0	0	1	1
Score 2	1	3	0	4	0	0	3	11
<b>Total</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>12</b>
<b>COUNCIL WIDE TOTAL</b>	<b>5</b>	<b>11</b>	<b>0</b>	<b>33</b>	<b>1</b>	<b>0</b>	<b>38</b>	<b>88</b>
<b>COUNCIL WIDE TOTAL %</b>	<b>5.68%</b>	<b>12.50%</b>	<b>0.00%</b>	<b>37.50%</b>	<b>1.14%</b>	<b>0.00%</b>	<b>43.18%</b>	<b>100.00%</b>

### Tackling Poor Performance

The following section (5) from the Performance Management (Framework) Policy outlines the action to be taken where staff/management appraisals are below the required standard of 3.

#### 5. Tackling Poor Performance

5.1 The Improving Performance Procedure is a practical guide to supporting poor performing employees in reaching required standards of performance, and making fair dismissals on grounds of capability when performance fails to improve. Poor performance is defined as less than satisfactory performance against performance objectives, behavioural competencies and attitudes.

5.2 Regular 'one to one' meetings between manager and employee are an important performance management process that will ensure close communication between both parties and enable ongoing assessment and review of performance.

5.3 Where a manager has a concern about an individual's performance he/she should raise that with the member of staff as soon as any concerns are identified and refer to the improving performance procedure. Managers must not wait until formal PMDS reviews to address concerns around performance.

5.4 Similarly, where performance is appraised as being less than satisfactory during the formal PMDS reviews the improving performance procedure must be used, if it has not been invoked already.

5.5 An overall PMDS appraisal score (from 1 to 5) is assessed by the manager taking into account an employee's performance over the year and the individual scores that they assessed against each individual key performance criteria (refer to section 6 for full details).

Where an overall PMDS appraisal score of 2 or 1 is awarded for performance, action should be taken as follows: -

i) Score of 2: an individual employee performance improvement plan should be drawn up, discussed with, and issued to the employee (refer to Improving

Performance Procedure)

ii) Score of 1: formal action should be taken, which if the poor performance is serious, could lead to dismissal (refer to Improving Performance Procedure)

Where a PMDS score of 3 is recorded, the employee's overall performance is deemed as being "satisfactory". However, there may be some elements of the employee's performance that require improvement, and the manager will score the relevant key performance criteria as a 2 or 1 as appropriate. Performance against these individual criteria should be addressed in discussion with the employee and recorded as part of the PMDS outcome.

5.6 A performance improvement plan should include the following: -

- Identification of the under performance and standards required
- The time period set for the requisite improvements to be achieved
- Confirmation of any additional training or support required by the employee