



Isle of Man
Government

Reilrys Ellan Vannin



Isle of Man Civil Service

Performance & Development Review Scheme

April 2012

Foreword

The Isle of Man Government is strongly committed to supporting its people in delivering high quality, community focused services. The Performance and Development Review (PDR) Scheme is integral to this and acts as a framework for ensuring we recruit and retain the right people for the right jobs, developing them to their full potential.

The Scheme gives you the opportunity to have valuable input into your role and I would encourage you to use it to its maximum benefit. When deciding your objectives, it's important to set goals that are not only relevant to your role, but that mean something to you – that will challenge you and keep you motivated and engaged as well as lead you to deliver a high standard of service.

The way you carry out your objectives is just as important as the objectives themselves. Give thought to the competencies that you are working to at your level. Take the time to sit down with your line manager and discuss what those competencies mean and what they would look like in your role.

In addition to this, think seriously about the development you want for the next twelve months. Whether your aim is to be the best you can be in your current role or to progress to another position within the Organisation, give careful thought to what skills and knowledge you will need to support your goals and how you may develop these.

The key to a meaningful, relevant PDR is the commitment of both you and your line manager to the process. The Scheme encourages and supports frequent, quality conversations between you (the Job Holder) and your manager (the Reporting Officer). These conversations will give you both the opportunity to measure your progress, discuss any additional support you may need and celebrate your achievements along the way.

The PDR process is not meant to be onerous or time consuming. Integrated into your day-to-day relationship with your manager, you will find it a simple, yet productive tool to help you develop your skills and support your performance at work.

This guide will assist you with any questions you may have about the PDR process and the related paperwork. However, it is important to remember that the key to the Scheme are those open, honest and regular conversations with your line manager that will drive the process forward and make it valuable to you, as well as the Isle of Man Government and the wider community we serve.

Will Greenhow
Chief Secretary

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Overview

The Performance and Development Review Scheme (the Scheme) has been developed to provide a framework to support ongoing effective performance management for you as a member of the Civil Service. This guide is written largely in the context of you as a Job Holder in the Civil Service.

The Scheme's key focus is on setting and delivering against key objectives that will make you successful in your post, and will contribute to the overall success of the Civil Service. This is underpinned by a competency framework to help you identify and demonstrate the behaviours that will make you more effective in delivering your key objectives.

Performance management is an ongoing event and significant importance should be placed upon regular communication and discussion between you and your Reporting Officer. The PDR form is there to support these meaningful and timely discussions. To further simplify the completion of this form an Electronic PDR form is now also available, and information on completion of this can also be found in this guide.

Each Department, Board and Office has a Senior Nominated Officer who works on behalf of the Chief Officer, the role of the Senior Nominated Officer is to support the effective and timely use of the Civil Service PDR scheme.

Senior Nominated Officers are available to provide support and advice to all users of the scheme as required and also collate statistics regarding completion of the scheme, and provide these to the Office of Human Resources (OHR) Corporate Services Team, as well as reporting to the Payroll division with regards to the award of incremental pay increases.

A list of Senior Nominated Officers and their contact details can be found on the intranet; [HYPER LINK](#)

Update April 2012

In 2011 a Report on the Review of the Performance and Development Review Scheme for Civil Servants, produced by the Director of Corporate Services, Department of Education and Children, was submitted to the Civil Service Commission and Chief Officer Group.

Following this, work has been on going with the Office of Human Resources and individual departments to action the recommendations and prepare an electronic PDR form for use in 2012/13 Appraisal year.

This guide has been updated to reflect the small changes that have been made to the scheme following the recommendations made in the Report.

In summary the following key changes have been made to the scheme;

- It is expected that Job Holders have a maximum of six objectives
- Whilst Civil Servants must continue to carry out their responsibilities under the PDR Scheme it is no longer a requirement to include an objective in their PDP in relation to this.
- 'Exceeded' is no longer a Rating option for objectives. Going forward objectives can be rated as 'Achieved' or 'Not Achieved'
- In turn the Overall Performance Rating guidelines have been amended (see pages 19-23)
- The date of interim reviews must be recorded, but there is no longer a requirement to record the conversations.
- Examples of competencies may be included when recording achievement of objectives, leaving a need to give examples of competencies only where they have been demonstrated in addition to the examples given previously.
- Reporting Officers are asked to comment on the job holders suitability for promotion

This report and the paper written in response can be found on the intranet [HYPER LINK](#).

The benefits of the PDR scheme

Meeting with your Reporting Officer through the PDR scheme can help to;

- ◆ agree what will be done now and in the future
- ◆ encourage commitment to high performance and enable your Reporting Officer to provide support by addressing any potential barriers
- ◆ be pro-active in planning development to do your existing job even better
- ◆ decide in what direction you see your career going and what further skills, qualifications and experience you may need to achieve this
- ◆ talk openly and objectively with your Reporting Officer about your performance
- ◆ think about your performance and identify what went well and what didn't go so well
- ◆ put performance into perspective – sometimes when you look back you have done better and achieved more than you initially remember
- ◆ receive feedback, recognise success and celebrate your achievements

Who is involved in the PDR scheme

There are usually three individuals involved in the scheme. These are:

You - the Job Holder – contributing to the scheme by:

- ◆ starting the process
- ◆ drafting objectives
- ◆ considering, agreeing and identifying evidence examples
- ◆ contributing to interim review/s
- ◆ assessing performance against objectives and competencies
- ◆ contributing fully to the PDR meeting

The Reporting Officer – contributing to the scheme by:

- ◆ starting the process
- ◆ agreeing draft objectives
- ◆ agreeing the range and type of evidence examples
- ◆ contributing to interim review/s
- ◆ assessing performance against objectives and competencies
- ◆ providing objective, constructive feedback and support
- ◆ providing general support and guidance

The Countersigning Officer - contributing to the scheme by:

- ◆ providing feedback where appropriate
- ◆ agreeing consistency in overall performance ratings
- ◆ challenging overall performance ratings where necessary
- ◆ providing general support/guidance to the Reporting Officer

The PDR Process

Under normal circumstances, the PDR process will be completed between 1st April and 30th June. The PDR process can be undertaken outside of this period when you are changing posts or joining or leaving the Civil Service. The PDR process includes the following elements:

	What happens here?	When does this happen?
Personal Delivery Plan	The Personal Delivery Plan focuses on the objectives (max 6) you need to achieve in the upcoming appraisal period and the knowledge, skills and behaviours (competencies) that you need to demonstrate to help you achieve those objectives.	April
Development Plan	<p>In the short term this considers your development needs, identified by you and your Reporting Officer, to support you to be able to achieve your objectives and demonstrate your competencies (<i>Improving in my job</i>).</p> <p>The Development Plan also takes a longer term approach; What are your future aspirations? (<i>Considering my future</i>) You may have career aspirations and your Reporting Officer can support you by thinking through the development that you may need to achieve them as well as providing feedback on your potential and suitability for promotion and any areas of improvement.</p> <p>Or you may not have career aspirations and instead your future plan is to continue doing what you are doing, your Reporting Officer can support you here too, to help you stay challenged, motivated and delivering to a high standard of performance.</p>	April
Interim Reviews	<p>A minimum of one interim review is required to be held each year, and the date recorded on your PDR form. Reviews are an opportunity for you to consider your progress towards your objectives and receive feedback on your competencies.</p> <p>Though there is no requirement to record any detail of these reviews, if actions or decisions have been made it would be valuable to make a note of these, as it would should there be any significant achievements or concerns regarding performance, or any non agreement between you and your Reporting Officer.</p>	October
End of Year Review	<p>In your end of year performance review you will need to consider how you will evidence the achievement of your objectives and demonstrate your competencies. Preparing for your end of year review should not become an onerous task that detracts from the duties of your post. Making brief notes throughout the year will help you to build your PDR as objectives are achieved and competencies demonstrated.</p> <p>During your end of year review you and your Reporting Officer will review and discuss your performance throughout the period and decide upon your performance ratings (objectives, competencies and overall performance rating). A succinct record of evidence and examples is required to be documented in the PDR form to justify ratings given.</p> <p>Ratings are recorded on the Summary Sheet and the form is printed for approval, comments and signature from your Reporting Officer and Countersigning Officer. The final stage to the process is for you to add your comments, approve and sign the Summary Sheet, and then forward to your Senior Nominated Officer.</p>	April / May

The Performance and Development Review Paperwork

Whether using the Electronic or Word PDR form you will find 4 key areas to complete;

PERSONAL DEVELOPMENT PLAN AND PERFORMANCE REVIEW

Please discuss with your Reporting Officer and agree your objectives for the upcoming appraisal period and completion of these objectives and completion of your development plan. If you are a Senior Officer, please also discuss your development plan with your Reporting Officer.

Name: [Name] Reporting Officer: [Name]

Personal Objectives

Personal Objectives (2022)	End of Year Review	Performance Review	Rating
1. [Objective]	Completed	Exceeded	Exceeded
2. [Objective]	Completed	Met	Met
3. [Objective]	Completed	Met	Met
4. [Objective]	Completed	Met	Met
5. [Objective]	Completed	Met	Met
6. [Objective]	Completed	Met	Met
7. [Objective]	Completed	Met	Met
8. [Objective]	Completed	Met	Met
9. [Objective]	Completed	Met	Met
10. [Objective]	Completed	Met	Met

What would you like to do next?

Objectives – An opportunity to think about and discuss what needs to be achieved in the upcoming appraisal period, to review progress throughout the year at interim reviews and to review overall performance at the end of year review.

Objectives are discussed in more detail on page 8, where wider objectives and personal objectives are explored.

COMPETENCIES

In the framework of the personal development plan and your own competency which you have demonstrated these competencies and record any other relevant and additional information relevant to your objectives for the appraisal period.

Name: [Name] Reporting Officer: [Name]

Competencies	Rating
Working and Working Together	Exceeded
Communicating and Influencing	Exceeded
Achieving Results	Exceeded
Working and Working Together	Exceeded
Communicating and Influencing	Exceeded
Achieving Results	Exceeded
Working and Working Together	Exceeded
Communicating and Influencing	Exceeded
Achieving Results	Exceeded
Working and Working Together	Exceeded
Communicating and Influencing	Exceeded
Achieving Results	Exceeded

What would you like to do next?

Competencies – An opportunity to think about and discuss how your behaviours, skills and knowledge contribute towards your success in your role, to review progress throughout the year at interim reviews and to review overall performance at the end of year review.

Competencies levels A-F are explained in more detail on page 11

MY FUTURE DEVELOPMENT PLANS

Discuss your development with your Reporting Officer for developmental goals, your agreed development and career aspirations.

Name: [Name] Reporting Officer: [Name]

Improving in my job

What would you like to do next?

Development Plan – An opportunity to think about and discuss what development you may desire or need to help you achieve your objectives, demonstrate your competencies, and work towards any career aspirations.

Summary Page

The details on this sheet will be transferred to the Senior Personnel Officer to achieve incremental progression, where relevant, and for monitoring and recording purposes.

Name: [Name] Reporting Officer: [Name]

Job Title: [Job Title] Reporting Officer: [Name]

Grade: [Grade] Reporting Officer: [Name]

Reporting Officer

Signature: [Signature]

Job Holder

Signature: [Signature]

What would you like to do next?

Summary Sheet – to collate the information relating to you and your PDR, including the outcomes of the PDR process for monitoring purposes and to confirm incremental progression (if you are not already on the maximum of your pay scale)

For more detailed information on completing your PDR paperwork please see Page 23 or the Electronic PDR guidelines.

Explanation of the Elements of the Scheme Objectives

What is an objective?

An objective is a description of something you need to achieve within a period of time. Objectives can be work related, referring directly to a result that must be achieved, or may refer to development for you as an individual. They will refer to the key areas of your job that contribute to its overall purpose, setting targets for each of these areas. Therefore, when we set objectives in our Personal Delivery Plan (PDP) it is about identifying and setting targets that link to the overall purpose of your job.

Objectives should be challenging and are likely to focus on continuing improvement, for example "increase inspections by 10%". Some objectives may also link to ongoing performance standards. This is usually where an objective is key to a job but does not change from one period to the next, for example "respond to all customer queries within 2 working days".

Objectives should also link to the aims and purpose of your Team/Division/Department/Corporate/Service plan. Depending upon the type of job you occupy or the level at which you work the overall purpose of your job is likely to lead you to set objectives that contribute to the following:

Corporate objectives

- ◆ where you are taking the lead or contributing to the delivery of key Governmental objectives involving several Departments

Departmental objectives

- ◆ where you are taking the lead or contributing to the delivery of key Departmental objectives

Divisional objectives

- ◆ where you are taking the lead or contributing to the delivery of key Divisional objectives

Team objectives

- ◆ where you are taking the lead or contributing to the delivery of key Team objectives

Individual objectives

- ◆ objectives that are related to you as an individual Job Holder. These may involve targets to change or improve delivery or behaviours which will enable you to become even more effective.

As a general guide the chart below illustrates examples of the types of objectives that may be appropriate in your job. There will be exceptions to this dependant upon the role you are working in:

Job role/level	Types of objectives
Front line posts	Team objectives Individual objectives
First/Middle Management posts	Divisional objectives Team objectives Individual objectives
Senior Management posts	Departmental objectives Divisional objectives Individual objectives
Identified Leadership/Senior Leadership posts	Corporate objectives Departmental objectives Divisional objectives Individual objectives

Why do I need to set objectives?

There are a number of reasons why you need to and will gain benefit from setting individual objectives in your PDP. These include the following:

- ◆ Objectives help you to see clearly what you need to achieve and the competencies that will help you
- ◆ Setting objectives in the PDP document enables you to see clearly how your individual contribution links to your overall Team/Division/Department/Corporate contribution in the Service plans
- ◆ Service plans describe the future work of the organisation, setting standards and performance indicators which should link clearly to what you need to achieve as a Job Holder
- ◆ Setting objectives in your PDP enables you to identify and plan development and prompts action to enable development activities to happen
- ◆ Setting objectives gives an opportunity for you and your Reporting Officer to communicate openly and be clear about priorities for the upcoming year
- ◆ Setting objectives will help you and your Reporting Officer to objectively measure your performance at the end of the year

Who sets objectives?

Where possible objectives should be drafted by you as the Job Holder in advance of the PDR meeting and then discussed, amended where necessary, and agreed between you and your Reporting Officer during the meeting.

When drafting individual objectives, you should consider and link with the appropriate Division/Department/Corporate service plan objectives. If in doubt you can discuss and get advice on this from your Reporting Officer.

How many objectives should be set?

A Maximum of six objectives should be set to achieve over the appraisal period.

When should objectives be set?

Objectives should be set at the beginning of the appraisal year (commencing in April), or when changing posts/commencing in a new post, and should be recorded on the PDP which forms part of the PDR form. Objectives are usually set to be achieved during the 12 month appraisal year. However, to ensure the PDP remains a "living" document that keeps pace with changing priorities during the year, objectives can be amended during the year as necessary.

How to Set SMART Objectives

The key to successfully setting objectives is to consider and work to the SMART mnemonic as follows:

- Specific** The objective should be clear about what needs to be achieved. For example "Deliver internal communications project on time and to budget"
- Measurable** You should be able to measure whether the objective has been achieved. To test this, consider "if someone else read this objective could they measure whether I have achieved it?" For example "was the project delivered on time and to budget?"
- Agreed** The objective needs to be agreed between Job Holder and Reporting Officer
- Realistic** Can the Job Holder realistically achieve the objective? Objectives should be challenging but not impossible. Does the Job Holder have the resources, skills and knowledge to achieve the objective?
- Time Bound** There should be an agreed date for achievement for completion of the objective. This should also be realistic. In some cases objectives may be ongoing and may be noted as such, being subject to regular agreed time bound deadlines

Setting objectives using the Personal Delivery Plan (PDP) is intended to provide flexibility to Job Holders and Reporting Officers to agree and record their aims for the year.

All PDP's will not be the same. For example, the PDP objectives for a Job Holder who is actively working towards their career potential may be different to the PDP objectives for a Job Holder who is new in post, although some key objectives may be the same or similar.

A Job Holder's key objectives should be captured through a maximum of six specific objectives.

Competencies

What are competencies?

Competencies describe the behaviours and skills that you need to demonstrate to be successful in your job. There are six competencies in the Competency Framework applicable to all civil servants at the relevant level for the job. There are also six levels within the framework, A-D for the majority of civil servants and E-F applicable to specifically identified leadership posts. The competencies are listed below, with links identified between the A-D and E-F levels.

Levels A – D	LINKING TO	Levels E – F
Leading and Working Together		Providing Leadership and Direction
Communicating and Influencing		Building Partnerships, Communicating & Influencing
Achieving Results		Achieving Results
Delivering a Quality Service		Thinking Strategically and Delivering a Quality Service
Changing and Learning		Changing and Learning
Showing Commitment and Resilience		Managing the Political Environment, showing Commitment and Resilience

Each competency, at each level, has a range of statements that describe what working effectively at that level looks like.

Why are we using competencies?

Competencies enable you to develop and measure HOW you do things – a vital element to consider as we all work in a public service organisation where the behaviours and skills of our people are key to delivering that service.

Using competencies as part of the PDR Scheme enables you to:

- ◆ Identify consistent standards in HOW you do your job
- ◆ Assess as part of past performance how your behaviours and skills are being demonstrated
- ◆ Identify your behavioural and skills development needs, and provide opportunities to address these needs
- ◆ Demonstrate behaviours and skills needed for other job roles, thus improving your opportunities for career development
- ◆ Feel motivated, help us all work better together as a team and ultimately benefit our community by improving public services

Who selects competency levels and when are they selected?

Competency levels are usually established by a Reporting Officer and agreed with a Countersigning Officer when a job role is created and a job description is established.

Where a job role is occupied and the established role changes significantly, making changes to competency levels necessary, the current Job Holder will also usually be involved in these discussions.

How do I select competency levels?

Competency level selections should be made on the level of competency required to perform the job effectively and not on the basis of the level of competency demonstrated by any current Job Holder. If in doubt ask yourself the question "if this job were vacant, what competency level would a new Job Holder need to demonstrate to be effective in this job?" As competency levels are set for a job they only change when the job changes significantly and not because a Job Holder's performance has changed. It is useful for both Job Holder and Reporting Officer to ask this question at the beginning of each period to take account of any significant changes that have occurred in the requirements of the job.

Competency Levels	Job Roles
Principally As	Front line posts – administrative/support posts
Principally Bs	First line management posts/some specialist posts
Principally Cs	Middle Management/Professional posts
Principally Ds	Senior Professional/Management posts
Principally Es	Leadership posts
Principally Fs	Senior Leadership posts – with a clear corporate contribution

Note: dependent upon the nature and context of the job role, the selection for your role may include competencies at a level above or below the principal level stated

How do I use competencies in my PDR?

When discussing and recording your evidence and examples for the achievement of your objectives you should also be considering how you demonstrated your competencies when delivering your objectives.

In addition to this there will be opportunities and many occasions where your competencies have been demonstrated outside of working upon your objectives, and when rating your competencies you should consider evidence and examples from all areas of your work.

Ensuring you have provided enough information, evidence and examples to justify your ratings.

Development

What is development?

Development is a process whereby an individual is actively learning and maintaining or enhancing their knowledge, understanding and effectiveness.

The range of development opportunities available is vast and will be appropriate to different individuals at different stages of their career. As with any activity, development opportunities will have resource implications, which will need to be considered and may, at times, place some limitation on availability. The following development activities are intended to give a flavour of the opportunities that may be available:

- ◆ On-the job training
- ◆ In-house training
- ◆ External training/courses
- ◆ Qualifications (including distance or day release learning)
- ◆ E-learning
- ◆ Research (reading or electronic)
- ◆ Coaching
- ◆ Mentoring
- ◆ Action learning sets
- ◆ Training others
- ◆ Communities of practice, i.e. areas with similar practices communicating with each other
- ◆ Buddying
- ◆ Job shadowing/observing
- ◆ Substitution
- ◆ Providing cover
- ◆ Projects and assignments
- ◆ Secondments within and outside the Civil Service
- ◆ Job swaps
- ◆ Conferences and seminars

Why would I need to develop?

Development is likely to be appropriate to you in some form:

- ◆ You may need to learn a new skill or process to accommodate a change in working within your current job
- ◆ You may need to develop your knowledge and skills to reach the standard required of a job/task
- ◆ You may be experienced in a job but need to address a specific development area to reach the standard required in a certain area of it
- ◆ There may be an opportunity identified for you to grow within the job you are currently in
- ◆ You may wish to develop your potential towards the skills required of a different role in the organisation (within and outside of your current level)

Who can I talk to about my development?

There are a number of people with whom you can discuss your development:

- ◆ Your Reporting Officer will be able to discuss opportunities available to make you more effective in your current job role and should also be able to assist you in considering other appropriate career development. Your Reporting Officer will also be responsible for agreeing the availability of development opportunities to you, subject to any Departmental authorisation and resourcing constraints. Your Countersigning Officer can also discuss these areas with you
- ◆ A number of Departments have a central HR and/or training contact who will be able to assist you in providing information
- ◆ The Learning & Organisational Development Team of the Office of Human Resources are available to discuss and assist you in accessing a wide range of development opportunities. Please feel free to contact any of the team on 685724 to talk through your development

When do I agree my development objectives?

Development objectives can be agreed at any time of the year, where a development need arises. Development will always be discussed as part of the annual PDR process and the types of development agreed is likely to fall into two main areas:

- ◆ **Development to deliver job objectives** (*Improving in my job*)

Once objectives have been agreed covering the key areas where you are required to deliver, you and your Reporting Officer should discuss and agree if any development is required to help you achieve the objectives and record any necessary development in the development plan

- ◆ **Development to fulfil career aspirations and potential** (*Considering my future*)

Once any development has been identified to enable you to deliver your objectives, you and your Reporting Officer should consider and discuss your career aspirations and potential

Where you have career aspirations and these are matched by your potential, development should be planned for the upcoming period to help you to realise your aspirations by gaining the necessary experience, skills and knowledge

Remember when considering aspirations and potential, you may not be motivated to move beyond the level/role you currently occupy but may wish to seek development by gaining experience and skills in other areas.

Alternatively, you may gain satisfaction from performing well in the job you occupy and do not wish to progress beyond your current job. In such instances this annual discussion can be used to establish this and discuss how you can be (or remain) outstanding in your current job. This discussion also allows you to take account of any changes to your aspirations and potential, which may occur during your career.

Development objectives will need to be regularly revisited and recorded as a "living" document to enable them to keep pace with changing individual and organisational priorities.

Evidence and Examples

What are evidence /examples?

Evidence/ examples are pieces of information that help you to measure your performance by demonstrating what and how objectives and competencies have been achieved.

Evidence for objectives can be identified via a wide variety of sources including, amongst others:

- ◆ Documents recording regular actions
- ◆ Specific pieces of work
- ◆ Random samples of work
- ◆ Action plans
- ◆ Observation
- ◆ Evaluation/feedback information
- ◆ Minutes/outcomes of meetings
- ◆ Qualification certificates
- ◆ Statistics

Examples of when competencies have been demonstrated by come from, amongst others;

- ◆ Feedback from Reporting Officer
- ◆ Feedback from peers
- ◆ Personal reflection
- ◆ Feedback from team members
- ◆ Feedback from customers
- ◆ Observation

Why do I need to identify evidence/examples?

Evidence/examples help you to record sustained achievement of objectives and/or competencies, or may provide a "snap shot" of your particular achievements within a period against an agreed measurement

Producing evidence/examples help you and your Reporting Officer to reflect on and consider your performance objectively and accurately, without having to rely on memory, assumptions or subjective views

Who identifies evidence/examples?

Generally, you as the Job Holder will identify evidence /examples, based upon the number and type of evidence agreed with your Reporting Officer when setting objectives.

Reporting Officers may also identify examples if they wish to support their views and observations on your performance.

Identifying evidence/examples does not necessarily mean you need to collate hard copies of information. Files where information is kept may be referred to and examples of behaviours discussed and described.

When should evidence/examples be identified?

Usually evidence/examples will be identified regularly throughout the appraisal year to demonstrate sustained performance throughout the period.

There may also be occasions where one piece of work demonstrates achievement of an objective or competency, for example a report that has been put to Tynwald for approval.

Interim Reviews

What is an interim review?

An interim review is when you and your Reporting Officer meet to have a short, focused discussion about your performance during the period to date. Like the annual PDR meeting, the interim review discussion is held on a one to one basis to enable open and honest discussion to take place.

The interim review is likely to include discussion around the following:

- ◆ Progress towards achievement of objectives - ensuring you are on target
- ◆ The priorities of the job – are they the same or have they changed/will they change? Do any objectives require amendment or replacement as a result?
- ◆ Are there any areas where additional support or development may be required?

The date of the interim review discussion should be recorded on the PDR form. Where any objectives have been fully met by the time of the interim review, these may be discussed and assessed at the interim review if you wish. Where they are perhaps no longer achievable or relevant they can also be changed.

Note: The interim review does not take the place of normal day to day communication and interaction between you and your Reporting Officer. Guidance, support and feedback should continue to be given throughout the period.

Why are interim reviews important?

Interim reviews are an opportunity for you and your Reporting Officer to discuss performance, recognise achievement, check or change priorities and address any issues that have arisen since the objectives were set

It is the way to ensure that PDPs remain useful and relevant and can provide the basis for an accurate assessment of performance at the end of the appraisal year

When does the interim review happen?

At least one interim review discussion must be carried out during each period, which will usually be held six months into the year, i.e. October. (It is recommended however, that reviews are conducted quarterly or more often if preferred)

Additional reviews must be held if performance improvement is required and is being monitored, for example a Job Holder who is subject to capability procedures.

How do I approach the PDR process?

It is important that both you and your Reporting Officer get the most out of the PDR process. The stages of the process can be described simply as:

Before the PDR meeting

During the PDR meeting

Outcomes of the PDR meeting

The process is centred around the PDR meeting as this is an opportunity for a face to face, meaningful discussion between you and your Reporting Officer about all the elements within the PDR Scheme; your past performance, your future performance and your development. The diagrams on the next page summarise the suggested PDR process with key actions at each stage:

The End of Year Performance Review

The Job Holder's Responsibilities

Before the meeting	During the meeting	Outcomes from the meeting
<p>Self assess against last year's Personal Delivery Plan</p> <ul style="list-style-type: none"> - What have you achieved? - How have you demonstrated your competencies? - What evidence and examples support your views? - What ratings do you think are appropriate for your objectives and competencies? 	<p style="text-align: center;">Performance and Development Review Meeting</p> <ul style="list-style-type: none"> ◆ Discuss your performance and ratings (including overall performance rating) ◆ Discuss and agree any changes to the job description and/or competency levels ◆ Discuss and agree your SMART objectives for the next year ◆ Discuss and agree any development needs to meet job and career aspirations/potential 	<p>Make sure paperwork gets finalised and signed off and a copy of your summary sheet goes to your Department's Senior Nominated Officer</p>
<p>Think about your job – has it changed?</p>		<p>Personal Delivery Plan established for upcoming year – make sure you refer to your objectives regularly</p>
<p>Think about what you need to deliver next year and draft SMART objectives for upcoming year</p>		<p>Development Plan established for upcoming year</p>
<p>Think about your development – what do you need to do to remain effective? To help you meet your objectives? To help you achieve your aspirations?</p>		<p>Set dates for and attend Interim Reviews – monitor your progress and identify evidence</p>

The Reporting Officer's Responsibilities

Before the meeting	During the meeting	Outcomes from the meeting
<p>Think about your team member's performance - what have they achieved and how have they achieved it?</p> <p>What ratings do you consider appropriate for their objectives and competencies</p>	<p style="text-align: center;">Performance and Development Review Meeting</p> <ul style="list-style-type: none"> ◆ Discuss their performance and ratings (including overall performance rating) ◆ Discuss and agree any changes to the job description and/or competency levels ◆ Discuss and agree their SMART objectives for the next year – what they need to deliver ◆ Discuss and agree any development needed to meet job and career aspirations/potential 	<p>Make sure the overall performance rating and paperwork gets finalised and signed off to confirm PDR process is complete; incremental pay progression to occur if applicable; and copy of summary sheet goes to Senior Nominated Officer</p>
<p>Think about their job – has it changed? Do the competency levels need to change?</p>		<p>Make sure you follow up on any support or development identified</p>
<p>Think about what they need to deliver in the upcoming year</p>		<p>Set dates for and attend Interim Reviews</p>
<p>Think about their development – how do they need to develop to remain effective? What potential do they have and how they can be developed to achieve it? Are they ready and suitable for promotion within the next 12 months.</p>		<p>Monitor their progress towards their objectives and identify evidence</p>

Performance Ratings

What is a performance rating?

A performance rating is the way in which you summarise your performance against your objectives, your competencies and your overall contribution.

In our scheme there are performance ratings for the following elements:

Objectives

Competencies

Overall Performance

It is very important that all ratings are applied consistently and in accordance with the guidance given. Monitoring will be undertaken by Senior Nominated Officers, the Office of Human Resources, Chief Officers and the Civil Service Commission to ensure this occurs.

Why have performance ratings?

- ◆ Ratings enable you and your Reporting Officer to record the level of performance you have achieved against each objective, competency and overall, taking into account all elements of performance
- ◆ Ratings provide a benchmark for developing future performance, for example "If I am rated as Working Towards a competency, what positive behaviours will make me "Effective" and how will I develop those behaviours?", or "If I am rated overall as Good this year, how can I develop my delivery, skills and behaviours so that next year I may be rated overall as Very Good?"

Who decides my performance ratings?

As part of the performance review you will consider and note what you have achieved against your objectives and competency levels and, using the guidance available, you will think about the rating you consider to be appropriate.

When you have your PDR meeting with your Reporting Officer the rating for each of your objectives and competencies will be discussed, to ensure that all elements have been fully considered, including any additional comments, evidence and examples your Reporting Officer may have. Your rating for each will then be confirmed and noted.

These ratings then contribute to an overall picture of performance and, taking all your discussions into account, the Reporting Officer will then decide an overall rating (subject to consistency checking by the Countersigning Officer).

When do I get performance ratings?

Performance ratings, including an overall performance rating, will be given whenever a PDR meeting is carried out.

Under normal circumstances this will usually be at the end of each appraisal period, however they will also be given when a Job Holder changes post, or as part of a probationary review or capability performance review.

How are my performance ratings decided?

General guidance is noted below (Please note the changes to previous PDR Ratings; 'Exceeded' is no longer a rating option):

Objectives

Achieved

Evidence has identified that the Job Holder, in delivering the objective, has consistently met the standard* agreed.

Not Achieved

Evidence has identified that the Job Holder has been unsuccessful in delivering the objective to the standard* agreed and/or on a consistent basis.

*Standards of measurement for objectives will be agreed when objectives are set and may include, for example, time, budget, quality or quantity.

Competencies

Highly Effective

Evidence has identified that the Job Holder has consistently demonstrated positive behaviours that surpass the requirements of the competency as described at the relevant level in the competency framework.

Effective

Evidence has identified that the Job Holder has consistently demonstrated positive behaviours that meet the requirements of the competency as described at the relevant level in the competency framework.

Working Towards

Evidence has identified that the Job Holder is:

- a) developing their behaviours in this competency
- b) demonstrating behaviours that do not match the requirements of the competency
- c) not consistently demonstrating the behaviours described at the relevant level in the competency framework.

Note: where ratings "Not Achieved" or "Working Towards" are awarded an action plan, drawn up by the Reporting Officer and agreed with the Job Holder, will be required to assist the Job Holder to meet the required standard.

Overall Performance Ratings Guidance

Outstanding = Performance or Progress is Outstanding

Experienced Job Holders:

- ◆ a performance of outstanding quality throughout the year
- ◆ personal contribution, productivity and behaviour are of the highest order
- ◆ marked as **Achieved** for all objectives
- ◆ Significant additional contributions made.
- ◆ **Highly Effective** in all competencies
- ◆ Significant progress made against and beyond the Personal Development Plan

Those New to the Job:

- ◆ progress is outstanding taking into account experience and time in the job

Note: a Job Holder (whether experienced or new to the job) can only be awarded this rating if their performance or progress is outstanding **and** they have properly carried out their responsibilities under the Performance and Development Review Scheme as Job Holder, Reporting Officer and/or Countersigning Officer.

Very Good = Performance or Progress Consistently Exceeds Expectations

Experienced Job Holders:

- ◆ a performance that clearly and consistently exceeds expectations throughout the year
- ◆ personal contribution, productivity and behaviour clearly and consistently exceed expectations
- ◆ marked as **Achieved** for all objectives (*except where there are significant factors outside of the job holder's control for limited or non-achievement*)
- ◆ **Highly Effective** in most competencies and **Effective** for all other competencies
- ◆ Significant progress made against the Personal Development Plan

Those New to the Job:

- ◆ progress in the job clearly and consistently exceeds expectations taking into account experience and time in the job

Note: a Job Holder (whether experienced or new to the job) can only be awarded this rating if their performance or progress consistently exceeds expectations **and** they have properly carried out their responsibilities under the Performance and Development Review Scheme as Job Holder, Reporting Officer and/or Countersigning Officer.

**Good = Performance or Progress Fully Meets Expectations
(This is the expected standard)**

Experienced Job Holders:

- ◆ a performance that fully meets the standard expected throughout the year
- ◆ personal contribution, productivity and behaviour are of the standard expected
- ◆ marked as **Achieved** for all objectives (*except where there are justifiable reasons for limited or non-achievement*)
- ◆ **Effective** in most competencies and clearly making progress towards being effective in all others
- ◆ Expected progress made against the Personal Development Plan

Those New to the Job:

- ◆ sound progress is being made which is in line with expectations taking into account experience and time in the job

Note: a Job Holder (whether experienced or new to the job) can only be awarded this rating if their performance or progress meets expectations **and** they have properly carried out their responsibilities under the Performance and Development Review Scheme as Job Holder, Reporting Officer and/or Countersigning Officer.

**Below Expectations = Performance or Progress is Below Expectations
(Improvement Required)**

Experienced Job Holders:

- ◆ a performance that is below expectations. Improvement necessary
- ◆ personal contribution, productivity and/or behaviour needs improvement
- ◆ marked as '**Not Achieved**' for some objectives without justifiable reasons
- ◆ does not demonstrate the standard or development expected, seen as '**Working Towards**' some competencies.
- ◆ has not demonstrated necessary improvement in areas highlighted during the year
- ◆ less than expected progress made against the Personal Development Plan

Those New to the Job:

- ◆ not developing in line with expectations taking account of experience and time in the job

Note: a Job Holder (whether experienced or new to the job) could only be awarded this rating when shortcomings have been drawn to his/her attention during the year and a plan of action to improve performance and/or behaviour agreed at the time between Job Holder and Reporting Officer. This rating should come as no surprise to the Job Holder.

A Job Holder must be awarded this rating if he/she has failed to properly carry out their responsibilities under the Performance and Development Review Scheme as Job Holder, Reporting Officer and/or Countersigning Officer but all other aspects of performance and/or behaviour are at least of the standard expected. A Job Holder who is awarded this rating will be required to have interim reviews on a minimum quarterly basis until performance or progress fully meets expectations.

**Unacceptable = Performance or Progress is Unacceptable
(Significant and Immediate Improvement Required)**

Experienced Job Holders:

- ◆ unacceptable performance
- ◆ personal contribution, productivity and/or behaviour is unacceptable
- ◆ marked as '**Not Achieved**' for most objectives without justifiable reasons
- ◆ demonstrates an unacceptable standard in, seen as '**Working Towards**' most competencies
- ◆ has not demonstrated significant and necessary improvement in relation to serious shortcomings highlighted during the year
- ◆ limited or no progress made against the Personal Development Plan

Those New to the Job:

- ◆ unacceptable progress taking account of experience and time in the job

Note: a Job Holder (whether experienced or new to the job) should only be awarded this rating when he/she has failed to show significant improvement in respect of serious shortcomings that have been identified and brought to his/her attention during the year. These serious shortcomings will have been the subject of a plan of action designed to improve performance and/or behaviour agreed at the time between Job Holder and Reporting Officer. This rating should come as no surprise to the Job Holder.

A Job Holder who is awarded this rating will be required to have interim reviews on a minimum quarterly basis until performance or progress fully meets expectations.

Management action under formal **Disciplinary** or **Capability** procedures will either be in progress or will be instituted immediately by the Reporting Officer.

A Job Holder (whether experienced or new to the job) must be awarded this marking if they have failed to properly carry out their responsibilities under the Performance & Development Review Scheme as Job Holder, Reporting Officer and/or Countersigning Officer and other aspects of performance and/or behaviour are unacceptable.

Where your performance is rated as Outstanding, Very Good or Good your Reporting Officer will complete the summary sheet to confirm incremental pay progression (if you are not already on the maximum of the scale).

What if I disagree with my performance ratings?

If you disagree with your finalised performance ratings you should note this on the summary sheet of the PDR form, using the comments section to note any specific points as necessary.

You will have the option to raise an appeal **within five working days** using the appeals process for the Scheme.

For further information refer to the Appeals Process on the Intranet or contact the Office of Human Resources

Probationary Periods

If you are a new Job Holder subject to a probationary period, this scheme will be used in the same way to appraise and develop your performance.

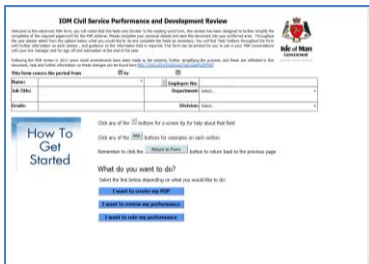
Further information on the probationary period can be found on the Intranet or contact the Office of Human Resources

Consistency & Compliance

It is important that we apply consistency in all aspects of the PDR scheme. Each Department must be satisfied that Job Holders and Reporting Officers are delivering on their responsibilities under the PDR scheme. This is achieved by preparing for, conducting and contributing to the review and assessment of performance, setting objectives and recording the outcomes on the PDR form. Reporting Officers have a responsibility to make objective judgements about performance and overall performance ratings, and these must be applied consistently, taking into account all elements of the guidance provided.

Use of the PDR scheme is monitored both throughout the year by your Senior Nominated Officer, the Office of Human Resources, Chief Officers and the Civil Service Commission to ensure consistency and compliance.

Completing the PDR Form



Go to the following Sharepoint site; <http://recordsmann/sites/TPO.aspx> and create a new PDR form. Either an electronic (info path) version of the form (left) or a word version of the form (right).

Complete your personal details then save this form in your own preferred area.



Personal Delivery Plan

Meet with your Reporting Officer to agree your Personal Delivery Plan (PDP), then 'open' your form and create your PDP.

On your Personal Delivery Plan make note of your 'Wider Objectives' and add your personal SMART objectives (A maximum of six objectives, maximum 1,000 characters each). Choose the competencies level that applies to you for each competency and record your agreed development activities.

At least once a year a review meeting must take place with your Reporting Officer. You must record the date of any meetings on your form.

Though there is no requirement to record any detail of these reviews, if actions or decisions have been made it would be valuable to make a note of these, as it would should there be any significant achievements or concerns regarding performance, or any non agreement between you and your Reporting Officer.

At the end of the PDR year you will need to meet with your Reporting Officer to review and rate your performance (objectives and competencies).

In advance of this meeting you need to think about your performance over the year and make brief notes. Note any evidence or examples that you have for achieving your objectives and demonstrating your competencies to support the conversation with your Reporting Officer at your 'end of year' review meeting (maximum 2,000 characters per objective and 3,000 characters for additional examples for competencies). Also consider your development over the past year and make any notes here too.

End of Year Review – Summary Sheet

Following your end of year review meeting, record the date of your meeting and add any additional notes contributed by your Reporting Officer.

Indicate the ratings agreed for each of your objectives and competencies.

Finally complete your summary sheet, recording the number of achieved / not achieved ratings received and the number of Highly Effective/Effective/ Working Towards ratings received, and the overall performance rating agreed.

Additionally indicate the outcome from your meeting regarding, incremental pay, including the incremental pay month, and suitability for promotion.

Give your completed form to your Reporting Officer for comments and approval. Your Reporting Officer will then pass this on to your Counter Signing Officer for comments and approval. As the Job Holder you will be the final person to add your comments and signature.

Once concluded forward to your Senior Nominated Officer for recording and monitoring purposes and for Incremental Pay increase purposes (if relevant).

Key points to remember during the PDR process

- Be prepared
- Be honest and objective – it is about reviewing performance and should not be personal
- Reviewing performance is about confirming the outcomes of ongoing performance monitoring – it is not about surprises
- Remember that discussion is very important – use the paperwork to help guide you through the discussion if you wish
- Record the outcomes of the discussion on the paperwork provided

Sources of Information and Help

There are a number of ways to access further information and help about the PDR Scheme.

The Intranet: all documentation can be accessed directly at [HYPERLINK](#)

Your Senior Nominated Officer: Each Department/Board/Office has at least one Senior Nominated Officer who will be happy to provide guidance to help you fulfil your responsibilities and get the most from the scheme.

Office of Human Resources: The Office of Human Resources is available to give you guidance and support on any aspect of the PDR Scheme. Contact your Business Partner or HR Adviser.

The Government Officers' Association (GOA): The GOA will be happy to provide guidance and support to you regarding the PDR Scheme. Contact them on 685759 or e-mail at: goa@manx.net

The Senior Nominated Officer in your Department will be identified on the list on the Intranet

Glossary of Terms

Job Holder	You. This guide is written largely in the context of you as a Job Holder in the Civil Service
Reporting Officer	An individual who is responsible for monitoring, assessing and reviewing your performance and encouraging your development. In most cases this will be your line manager. Not all Reporting Officers will be civil servants
Countersigning Officer	An individual who is responsible for ensuring that your performance and development review is carried out in a consistent way. In most cases this will be your Countersigning Manager. Not all Countersigning Officers will be civil servants
PDR Scheme	The Performance and Development Review Scheme. This is the scheme we use in the Civil Service to set challenging targets, plan development and monitor, assess and review performance
PDR Process	The process of reviewing and agreeing overall past performance, setting new targets and agreeing and planning development
PDR Meeting	The meeting/s held to discuss and review past performance, set targets and plan your development
PDR Form	The form you need to complete annually as part of the PDR process
Summary Sheet	This page holds all the administrative information required for you to complete your PDR. This is the section where you summarise the outcomes from section one and two to confirm that the PDR process is complete and it is confirmed whether incremental pay progression will occur (if you are not on the maximum of your scale).
Objectives	The section of the form where you record the objectives you need to achieve and review how you performed against these.
Competencies	The section of the form where you record your competency levels and review how you have demonstrated them
Development Plan	Where you record the development you need to be more effective in your role and/or work towards achieving your aspirations/potential The PDR form is now available in an electronic format – please follow this link to access this HYPERLINK
Senior Nominated Officer	The representative/s in your Department responsible for supporting the PDR scheme on behalf of your Chief Officer, including providing guidance, communicating changes, monitoring the quantity and quality of completed PDRs and providing feedback on behalf of your Department