



**Head  
Light**

# The Good Practice Guide to Implementing PDR within Police Forces

*In conjunction with the  
Police Talent® User Group*

Talent **Cloud®**. Breakthrough **software**. Raise **expectations**.



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## The Creation of the Good Practice Guide

The Professional Development Review or the Performance Development Review (PDR) process is a fundamental part of managing objective achievement, readiness for promotion and action taking from development plans within a police force.

It acts as an indicator of the health of development within a Force and is noted in HMICFRS reports as part of its judgement of quality.

**But what does it take to introduce and, more importantly, embed a PDR process which is not simply completed as a mandatory practice – but is engaged with and recognised as having real value?**

The Police Talent® User Group is made up of committed talent professionals all working to develop the very best talent within their specific Force. It was formed with a shared desire to collaborate, exchange, and learn from each other about the good practice that is taking place. The Group shares what has worked well across their own internal projects, where the obstacles and pitfalls were faced, their learnings and also what they would do differently.

The result of this discussion and, in particular the experiences of the Cleveland and Northamptonshire Police Forces, forms the basis of this Good Practice Guide.

Achieving 'good practice' is the aim of all Forces looking to design, develop and deploy a PDR system. However, it takes more than one set of processes to appreciate the real benefits of PDR – for the Force, and for each police officer or police staff member. Good practice requires investment in focused activity to encourage engagement and in a relevant and easy-to-use supporting software system.

Although this Guide is rooted in practical application, this is not a definitive guide. Instead, it is a set of suggested levers to pull to encourage engagement as well as offering valuable information and suggestions which will, no doubt, be refined, adapted and amended as working practices develop around PDR.

The Group and Head Light welcome any comments or additions.

## A Framework for PDR Engagement

When faced with tips, tools and learnings generated from experience of implementing and embedding PDR, there is a danger that any guide simply becomes a checklist of 'things to do' and 'things not to do'. Rarely is such an approach beneficial without it being anchored in a framework.

For this reason, we have brought together the learnings into a graphical framework.

At the core of the model is the central belief that to 'involve and engage' drives the other essential factors.

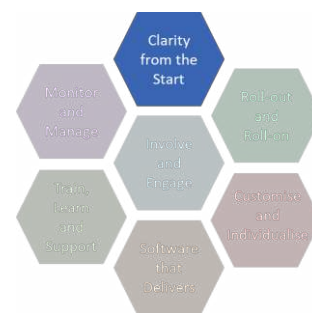
Without this, moving the PDR process into an embedded, respected, and fundamental component of talent management within the Force will be hard to achieve.





## Clarity from the Start

Before embarking on a review of the current PDR process – and the changes that need to be made – it is important to be clear on why PDR activity is important, its value to the Force and each individual and the resources you have available to action the PDR project.



## Recognise that this is not an HR-only project

For perhaps too long, HR, talent, L&D and OD leaders have taken on the sole responsibility for the PDR process. As a result, it has sometimes been side-lined or viewed as merely an HR admin task. We know that this is not the case. PDR is the responsibility of all and, while senior leaders are the key owners and drivers, each individual has their role to play.

Extending the PDR design and deployment programme beyond the walls of HR requires shifts in the behaviour and the focus of HR. Similarly, it becomes part of a cultural shift across the Force. Today – and perhaps in the very near future – the Force is concerned with the ‘return’ or ‘completion’ rates of PDR forms. Going forward, HR will change its responsibilities from monitoring PDR completion to:

- Ensuring alignment of objectives.
- Responding to real-time Training Needs Analysis feedback.
- Supporting managers with team performance and engagement issues.
- Providing real-time information to the leadership team around objective achievement, L&D focus, competence gaps and high performers.

It means that HR leaders will be required to step up and go beyond what may be the comfort zone of the performance calendar. They will need to look not at compliance rates, but at the impact that PDR conversations are having on achieving the Force’s goals and the development and promotion of the behaviours needed of its people.

From a practical perspective, IT teams must be involved. They are an important element of the overall success of the project. Have them on side, and the implementation will be far smoother than if they are kept at arm’s length and their input not sought. But engagement with departments beyond HR and IT are also crucial to the success of PDR.

*“In our experience, the IT department is an essential enabler to the success of PDR.”  
Ian Lee-Emery, Head Light*

## Be clear on the reasons – and the message

There needs to be a clear articulation of the drivers behind the rethink or redesign of the PDR process.

These may include any of the following: a desire to link development more closely with performance; a way to communicate the core objectives of the job role; a shared insight concerning the goals of future roles; a need to report on PDR results; a demonstration of commitment to professional review and the benefits behind ‘reflective practices’; and a reliable source of ‘numbers’.

Once the rationale for updating the PDR process has been agreed, this must form a core of messaging across the Force.



## Show the link between PDR and the Force Plan

Policing is changing and job roles change. Part of the communication when explaining the reason for the redesign of PDR must be to link it clearly to the plan of the Force. This needs to be a common thread running through the initial 'explain and buy-in' conversations and the Force-wide communications.

*"Our performance objectives are linked to our Force's Plan. It sends a clear message. If objectives are not linked to this, the question has to be asked as to why someone is focused on this. It is about being really clear about our future direction. Everybody's got a part to play in the future, whatever role you have within the organisation."*

*Caroline Oppido, Northamptonshire Police*

## Set out how the PDR will be used

The value of PDR is not found in the compliance with the process – the form-filling, tick-box exercise to simply deliver statistics – but in the engagement with it. To gain everyone's engagement with the process, and for them to view it as a core element to their role, we need to be clear as to how the information can and will be used. Legal frameworks such as GDPR also play a role here, as does the cultural shift towards greater transparency.

Encourage managers and their direct reports to set and review objectives linked directly to their roles. Show the connection with development plans to demonstrate what needs to be learned or practiced to achieve goals. Be clear on how the PDR informs promotion and selection. Make conversations about the PDR part of everyday working life – and not only at key times of the year.

## Allocate resources

A change programme requires resourcing – time, people, budget – and a PDR programme is no different. Dedicated time and people resource are fundamental – both within the core team and those brought into the programme for ideas, opinions and reviews as the project continues.

Think about secondment to the team; a redesign of the PDR often happens alongside the 'day job' and so resources get stretched. For Cleveland Police, they seconded a PCSO to the team who also had valuable previous experience of PDR processes. So essential was the need for proper resourcing of PDR that a new and permanent role was created. This is a testament to the importance Cleveland Police places on PDR.

*"The work around the PDR is recognised as critical, positive and essential in helping to improve our Force through our people. As such, the Force created a new role focused solely on the ongoing use of PDR."*

*Jane Gibson, Cleveland Police*

## Reach out to and learn from the wider network

The Police Talent® User Group plays an important role – as does the membership of other talent leader networks. Share experiences and learn from others. There is always something that can be gleaned from a PDR workshop or a conversation with other Forces.

## Resources



[Getting performance appraisal right](#)



[Three questions to ask of yourself if you are thinking about Continuous Performance Management](#)



[What is Continuous Performance Management?](#)

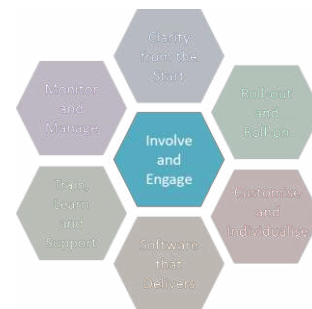




## Involve and Engage

Arguably, involvement and engagement are at the core of the entire PDR process – from the initial review, design and specification right through to the take-up, advocacy and completion.

Without this component of the framework, there will be no sustainable performance review. Involvement is fundamental and buy-in is important. However, it is engagement that will make the greatest difference to the value of PDR.



## Obtain and encourage overt senior stakeholder support

The most successful change programmes have not just tacit support from the leadership team but also demonstrable and vocal backing. Lay the foundations early in the project.

Identify those you need to involve and engage with. This may be those who, by the nature of their rank or role, are important to have on board or they may be influencers across the Force, outspoken about PDR, or those who possess the energy and drive to see that PDR is improved. Invite into the 'fold' the 'vocal dissenters' – the likely critics or potential saboteurs. Make sure that senior stakeholders are involved, consulted, invested and on board at an early stage. This can be a sensible plan as, without their support, the project can be held back. Build into your plan regular updates and communication with these people. Know that continued communication and involvement are essential to the programme.

## Meet your stakeholders where they are

Invest in meeting with senior leaders and sharing your vision of PDR. Get in front of them (virtually if needed) and accept you will be repeating and reinforcing your message many times. Use meetings to explain the project and what you want to achieve, how this will impact the Force and the expected timeline. Tailor the conversation to resonate with your audience and share the vision of the future. Make your messaging simple and use slogans if they work for your audience.

Listen to what is said about PDRs – their history and the desired future. Absorb comments and feedback. If there has been a chequered history of PDRs, there may be cynicism and indifference to current plans. Meet those willing to share their thoughts where and when it best suits them.

*"I met with people at all levels of rank, across a range of teams and explained what we were wanting to do, how straightforward the system was and gained their input."*

*Reaching out to people was a good strategy. It meant they were involved in the specification, got to see the system early on and could suggest requirements that needed to be considered.*

*When these were then included and configured into the later version of the software, people knew that they had been listened to and their ideas had been considered and used. We started to get engagement right from the get-go."*

*Jane Gibson, Cleveland Police*

*"We had been gathering feedback continuously from our leadership programme participants about what people wanted from a PDR system – and we listened closely. We met and talked with people who had something to say about PDR and what was needed: managers; operational teams; and police staff."*

*Sara Postlethwaite, Northamptonshire Police*



## Build a cross-functional working group

Central to the ‘involve and engage’ fundamental is the bringing of people together across disciplines and departments.

Northamptonshire Police established a working group to ensure that implementation issues were shared and resolved, and also to act as a vessel to gather feedback from those with a view on how PDR should be implemented.

*“From the outset, we knew that a cross-functional working group was key. We wanted to have as much input as possible from as many areas as possible to shape and decide on any new system we designed. We were very clear that decisions about how the new system would operate and run should not be made solely by HR. Information services, information security, corporate communications, operational officers at different levels, police staff, managers with a keen interest in PDR, project management, HR, professional standards – all were part of the working group.”*

*Caroline Oppido, Northamptonshire Police*

## Get the IT team onboard

In many organisations IT has a very broad role to play – from developing in-house tools, supporting the selection of vendors and providing governance and assurance that data is held and processed correctly. Selecting and working with SaaS (Software As A Service) vendors (such as Head Light) can often be a new experience.

Having recognised controls in place such as ISO 27001 makes life a lot easier for internal IT teams as it provides visibility of operating processes and levels of external audit that IT just needs to check rather than execute themselves.

With PDR, often data sharing from HRIS or Single Sign On platforms are important requirements. Get IT involved very early in the process, pre-selection of a vendor and have them part of the screening process of possible vendors from day one. The project team will need IT driving certain technical areas forward and experience suggests they work best when they are an active, early stakeholder.

*“Our IT team had the capability to build a PDR system for us – but the timing was difficult. We needed the support of the information services department to work with us closely to implement the PDR system we chose from Head Light. The relationship we built with the team was strong – and they were helpful at pointing out areas we needed to examine and smoothing the way for the implementation. Without that, it could have been a longer journey.”*

*Sara Postlethwaite, Northamptonshire Police*

## Recognise the role of strong messaging and communications

Where possible, bring a communications professional into the working group. They can help shape the message, ensure the regularity of activity and focus on the positive.

*“Having a comms professional within the working group was important for us. It meant that we were able to get the message right as we released the system across the Force, focusing on the positive, on bedding down the system and laying the foundation for the next phase. The comms programme was a key part of our success.”*

*Caroline Oppido, Northamptonshire Police*

## Access the power of advocates and informal networks

Informal networks and social media help spread the word about PDR – and can generate interest which would be difficult to obtain in other ways. In any project, advocates play an important role. These are the people who are well connected and feel comfortable sharing their views. Encourage their engagement with the programme and encourage them to broadcast to their own networks.

One of the most influential moments of the newly-designed PDR process at Northamptonshire Police was the recording and sharing of a personal, unpolished and as-it-is video of an officer finding his way around the new software. The audio shared his experiences as he started to explore it and was probably more effective than the professionally-produced, carefully-scripted videos we strive for. Think how you can reach these people and actively encourage them to create home-made, credible, and authentic ways to share their view of the PDR process. It can carry more weight than the polished communications-created collateral.

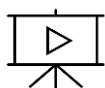
*“It’s an amateur video showing someone navigating around the screens. It shows how easy the system is to use and how users can work it out for themselves. Throughout the video, he makes comments as to how good the system looks. It is unpolished and yet somehow more credible for that. It has had a big impact on getting PDR talked about and on to people’s radars – and we could never have predicted that.”*

*Caroline Oppido, Northamptonshire Police*

### Resources



[How to transition to Continuous Performance Management](#)



[What are the conversations playing in people's heads regarding performance reviews?](#)

## Software that Delivers

Software is the backbone to every PDR process. It is an enabler to the success of the overall project.

Get it right, and users will feel motivated to participate in the processes regularly. But get it wrong, and it becomes an excuse not to engage with PDR at all.

End-user expectations of how software looks and navigates have been set very high by the ubiquity of 'apps' on smartphones. Fall short and you might hear the word 'clunky'. That is an 'extinction event' for enterprise systems such as PDR.



## Buy-in or develop in-house?

There is a decision that needs to be made early in the PDR project: develop a bespoke software system internally or look outside at the PDR suppliers in the market.

Either way, you will need access to the system early on in order to help explain and demonstrate your vision with stakeholders and take them through the screens and process of goal setting, review and progress achievement. Developing easy to use, mobile-responsive and secure software is a highly specialist task. It requires an extensive and experienced multi-disciplinary team, clear definitions of outcomes and a good working knowledge of how to develop systems that rely on constructs such as organisational hierarchies.

Here are some questions to ask of yourself and your Force:

- Do you want the PDR to stand alone from the other Force systems so that it follows its own stream of development as needed?
- What in-house resources are available to support configuration – and the inevitable tweaks to the system that will be needed once the PDR is being used in earnest?
- Where does PDR fit with other in-Force developments?
- Are you able to provide the IT team with a clear specification of what is needed to be built, including screen mock-ups that are attractive, work on any screen shape and size and are easy to follow?
- How important is it that you can access the learnings and experience of the software by other users?

*“Time was short, and our resources were limited.*

*We knew it would be easier – and quicker - to simply configure a system that was already successfully being used elsewhere.*

*The IT team would have had to rely on us including everything we needed – and we were not able to take on that level of responsibility or that level of work.*

*It was important that our PDR system stood apart from other Force systems, so that we had control over those probable adaptations and additions we would make over the coming years.”*

*Caroline Oppido, Northamptonshire Police*

## When buying in, use the G-Cloud Framework

The G-Cloud framework allows public sector organisations to find, compare and buy cloud-based services more easily without having to go through a full and complex tendering process. It's a simple six step process that's free to enable public sector organisations to buy trusted cloud-based solutions more efficiently. As such, the contract has already been pre-negotiated with all the clauses that you and your legal and procurement teams would expect.

Head Light has been included for many years on the G-Cloud framework, successfully reapplying for each of the framework updates. This, together with being an ISO 27001 security accredited vendor, means that Forces can be reassured that their data will be kept safe and secure.

## Design the specification of the process

You need to build the specification of what is needed based on the comments and feedback from stakeholder interviews and the vision of the future. Talk to other Forces regarding what they do, what they could not do without and what they would change in their process if they had the opportunity.

Whether developing the software in-house or configuring an external system, talk through the detail of what is needed.

*"We wanted to start using a PDR system that would remain similar over time, that people could recognise and use consistently over the coming years. We wanted something that would grow with us as we developed but that had the fundamental functionality, we needed straightaway that people could get used to."*

*Julie Cowen, Cleveland Police*

## Develop and play in a sandpit site

Design and build the system that you think you want. Configure the screens as you want them, and then simply play. But do not do this in the site you intend to make live; do it in a ringfenced sandpit site. This ensures that, regardless of the data that you may import, add, delete or enter, there will be no impact on the real data of the live site. Try out different scenarios and use this version with any trial or pilot group of people you are working with.

## Pilot the system with invested groups

Piloting the system is an essential component of the project – and not one to be skipped. It not only gives you access to those who have not been as close to the project (and therefore is a good check on the intuitiveness of the system) but also helps build another pool of people to share their experiences across the Force.

Northamptonshire Police chose to pilot its Talent Performance system with the IT department and parts of CID.

*"It was a good way to test out the system and to seal engagement with the final version that we would eventually deploy across the Force."*

*Sara Postlethwaite, Northamptonshire Police*

## Access your network to understand the pitfalls

Attend external PDR workshops, and talk to those in other Forces in order to understand the challenges that might lie ahead and how best to mitigate these.

Take up references from suppliers if you are looking outside the Force for a system. Involve the working group and, when viewing the options, look with their specific focus in mind.

## Know what you need

Before getting blinded by the options, be clear what the Force needs.

Keep it simple and straightforward. Be aware that the system should be capable of expanding and extending as your managers and team members become more confident with the PDR and want to explore new ways of working with the information.

Some typical requirements include:

- Real-time access.
- Intuitive and easy to use.
- Capable of managing regular check-ins, feedback, and updates.
- Configuration to meet the demands of the specific Force PDR.
- Inclusion of tailored ratings, language and terminology.
- Capability to hide / reveal functionality for different users.
- A product development programme that allows for future developments ideas to feed into it.
- Technical support when you need it.
- PDR-relevant look and feel.
- Tailored, automatic reminders and flags.
- A range of talent analytics and reporting functionality.
- The relevant data privacy and security checks in place such as ISO 27001.
- A software partner with a track record of working in the public sector and who can become part of your team.

### Resources



[Questions to ask your software supplier](#)



## Customise and Individualise

PDR systems have been clunky, off-the-shelf systems which neither speak the language of the Force nor are incapable of adaptation.

'Flexibility', 'agility' and 'forward-looking' are now key terms associated with PDR software.



### Set out your specific Force's PDR system

If developing a PDR system in-house, the language, terminology and what is presented on each screen will need to be mapped out individually.

If choosing to buy-in an external system that can be configured, make sure that the vendor works with you via an onboarding guide. It will have carried out numerous projects and will know what decisions need to be made, in what order and how to get up and running. You will want a trial system to share with the working group and during stakeholder meetings.

### Personalise the system for distinct segments of your employees

You may also want to customise and individualise the PDR, based on the person being reviewed and their rank or role level. Think about how marketing departments segment their target audience, adapting the messaging, language, and media used to best meet the needs and concerns of their target customer.

Choose the specific words used on screen, the titles of tabs, the words on the action buttons, the notification emails and any performance rating scales used.

### Set the bar high with individual objective setting

Ensure the system enables individual objectives to be set and agreed with the line manager. Define the minimum number of objectives – and any core characteristics. For example, perhaps each person needs to have an objective aligned directly with an element of the Force's Plan, or linked to the values expected, or tied to a team goal. Start out with a mandatory objective type and develop this further.

Another key to effective PDR is the ownership of objectives and how to achieve these. Embed this messaging in your comms around the system and in the training you offer.

*"We started by asking people to add at least one performance objective. Then, we asked them to also include a values-based objective. Now, users are wanting to include their own development objectives and plans. We know that the demand to further use the system will grow."*

*Caroline Oppido, Northamptonshire Police*

## Resources



[How to capture feedback in continuous performance management](#)



[Talent Consumerisation and performance management](#)



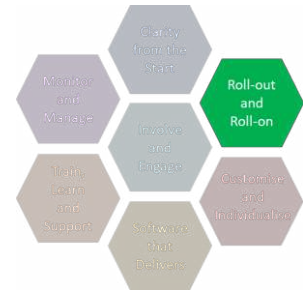
[Improving talent management by learning from marketing](#)



## Roll-out and Roll-on

Planning the launch and roll-out of a PDR process requires personalisation and an investment of time and resources.

Once launched, PDR needs to be nurtured and developed, encouraging people to engage with the process and support it when needed.



### Think creatively about the roll-out – and plan

Gather what is needed to support those across the Force as you roll-out. Consider each department, role, and rank. What would best help these individuals to understand their next steps?

Include various elements in the roll-out plan: social media; central intranet webpage; internal announcements; video clips; updated policies, messages from the Chief Constable...

Tailor the plan for different user groups. Reach out to them at a time and place that best suits them. Take time to show and explain – highlighting the input of previous feedback and the working group's thoughts.

The result to aim for is one of delight that the system looks easy to use, has learned from the shortfalls of previous PDR systems and that feedback has been acted upon.

Showing that input and ideas from the focus group and other user representatives can be very powerful. Again, also consider how you can mention your advocates and their contribution – everyone likes a brief mention occasionally and you may find that people 'warm' to the inclusive ethos of the project.

### Enable people to grow with the system

Launching the new PDR system is the start of a new way of working. As individuals begin to feel comfortable with the PDR, they may ask for access to additional functionality which you can switch on as your system allows or have these already available for them to move onto.

*"We haven't yet explored the development objectives area in our training - although people have started to include them, because the system is intuitive. They know what is available to them and they can use it as they wish."*

*Caroline Oppido, Northamptonshire Police*

### Resources

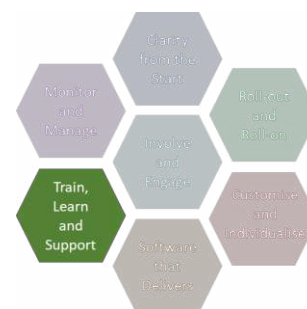
See the appendices for examples of launch materials



## Train, Learn and Support

With the PDR system in place, how you choose to train and support your people will impact the engagement with the entire process.

Think too of the additional skills development that may be needed alongside systems learning.



## Challenge the user guide approach

Consider the support and user guides you may wish to offer – and now move on from this.

Long gone are the days of lengthy and in-depth user guides which rarely got read but did serve as a barrier to adoption. Nowadays, user guides are short, to the point and aim to act as a start point only. Think 'Quick Start' Guides which are videos, or make use of any internal software features that provide this kind of immediate user engagement.

Challenge yourself throughout the project to look at how you need to explain or communicate any changes to the process. If you think a user guide section is needed, rethink the on-screen instructions or what you are asking people to do.

*"In our experience, long user guides should not be used are used to try to iron out and explain complex processes. Far better to rethink and redesign the employee experience."*

*Ian Lee-Emery, Head Light*

## Think through the training

Training courses still have value. Consider running courses alongside external trainers which combine the key messaging around how and why the PDR process is important, with a specific look at the system itself.

Supplement training with webinars. Be inventive about how further training is delivered. Record short training videos about common practices that take a user through the screens and the actions needed. Rather than think "how do I train a user?", think "if I am the user, trying to achieve 'x', what do I do?"

## Develop new essential skills

There is a raft of skills that need to be sharpened if performance review is to progress. These include how to have difficult conversations about performance, create clear expectations and goals, provide feedback and how to coach and motivate people. Such skills will become more important.

## Enhance managers' skills in fairness

Help managers to make accurate and fair assessments of performance by up-skilling line managers to be more effective assessors. Help them to understand how their decision-making processes can impact on performance assessments. Provide tools and strategies to manage and minimise their personal biases which may impact their assessment of others.

## Teach people how to set and manage objectives

Good quality objective setting is crucial to the success of PDR. Invest in teaching managers and team members how to set objectives, how to align these to the organisation's goals and how to link these to development plans.

*“Goal setting is important for motivation, focus and prioritisation, particularly in complex and ambiguous environments. Setting clear, measurable objectives to help focus behaviours and activity on what really matters, what will make the biggest positive impact on the organisation and the people it serves, and linking these to areas of individual strength and development need, is essential to effective performance management.”*

*Debbie Hance, Head Light*

## Offer different routes of support

Support has come of age and no longer is focused solely on a help desk approach. Tailor your ongoing support offerings to meet users where they will access help. Think intranet, email, short one-issue videos, reminders through Force Orders, FAQs, a newsletter... Learn what has worked before and tweak the support as you progress.

### Resources



[Empowerment and delegation](#)



[Motivation and engagement](#)



[Coaching and goal setting](#)



[Performance conversations](#)



[Cascading objectives](#)



[How to develop a good objective](#)



[What does a good objective look like](#)



[How to check-in](#)



[The biases impacting performance management](#)



## Monitor and Manage

The ongoing use of PDR needs to extend beyond the straightforward reporting of numbers.

Nurture engagement through ongoing communication and support.



## Move to track engagement and not only compliance

Focusing on compliance leads to PDR being an administrative task for all. Create the desire to have the check-in between the manager and the team member because of the value obtained in doing so. Get engagement right and compliance follows.

*“HR has an opportunity to step forward and not be the ‘internal PDR compliance officer’. However, it requires some bravery and conviction that doing the right things will generate the right results. If you can, resist getting drawn into discussions about a lack of compliance by ‘outliers’ and focus on the engagement of, and benefits to, the majority. Initially you might be a lone voice, but not for long.”*

*Ian Lee-Emery, Head Light*

Of course, some areas of the organisation will want – and need – to focus on compliance (for example, reporting to HMICFRS) but know that the driver to this is engagement.

*“We decided that PDR success would be judged over a number of stages. The first being compliance, and the second, quality. Ultimately, we were looking to change our culture and engage our workforce in meaningful conversations about both their own and their Force's development and performance.”*

*Julie Cowen, Cleveland Police*

## Check on the quality and fairness of conversations

Choose a software tool that enables you to access a metric to measure the quality of the performance conversation. Head Light's CPM Index provides this through an algorithm that can be tweaked by the Force. It provides an indicator of the quality of the review feedback being given.

Cleveland Police has invested in setting up a moderating panel to randomly check on the check-in evidence submitted as part of its PDR process. Panel members each check a number of reviews several times a year looking at fairness in review, quality of evidence provided and frequency of check-ins.

*“The first year of implementation was focused on getting people to navigate the system and educate them about how useful PDRs can be, as well as the positive impact they have on promotions and developing themselves on a personal level.*

*Now we are focused on improving the quality of evidence that is being used and how people can reflect on their PDR to take a developmental step forward.*

*Our moderating panel looks at PDR not from a compliance perspective, but to ensure a fair and ethical approach to PDRs. This moderating panel is quite unique to us in the Cleveland Force – although others may follow. It shows we are committed to a fair process for all of our workforce.”*

*Jane Gibson, Cleveland Police*

## Access the analytics – and report in the format as needed

Use the system dashboard and analytics to track the key measures you have defined:

- Performance objectives set.
- Values-based objectives set.
- Frequency of check-ins, including specific types such as 'Well Being' or 'Career Conversation'.
- Hotspots of strong and weak PDR engagement.
- Updates on goals and on-track performance.
- Alignment with Force objectives.
- Link with development plans.
- Differences between teams or managers.

*"Part of the conversation at the Culture and People Board is around the PDR dataset they need to see. But more than this, they are impressed at the level of detail and explanation we can give behind the numbers and linking to performance improvement plans, attendance improvement plans and reflective practice."*

*Caroline Oppido, Northamptonshire Police*

## Proactively offer support

In areas of the Force struggling to implement the PDR, reach out proactively to offer support. You have access to locate the hotspots. Decide to encourage engagement rather than discipline the lack of compliance.

### Resources



[Video on the Continuous Performance Management \(CPM\) Index](#)



[Is Continuous Performance Management working?](#)

## Appendices

### Samples of PDR launch materials – and ongoing communication

*With thanks to Northamptonshire Police for sharing and giving permission to reproduce here.*

#### **New PDR System ready for launch**

The new PDR system is now ready for launch and is being made available to a small number of teams this week (w/c 15 June) as part of our final testing, before we go live across the Force by the end of the month.

The new system is very user friendly and easy to navigate. It's simple to add either a performance or development objective, and both team member and supervisor can quickly and easily add comments and record one-to-one meeting conversations (called 'Check-ins'), which are immediately viewable by both parties.

In the next couple of weeks, we'll share a short video with you to provide a brief introduction to the system, and a full user guide and FAQs will be available on ForceNet. We'll also be holding some virtual 'drop-in' sessions where we can show you around the system and answer any initial questions.

You'll be sent an invitation email with a link to the system when it's available for you and your team.

Please note, we would advise you to use Google Chrome instead of Internet Explorer for the best user experience.

In the meantime, please start thinking about your objectives for the new PDR year and supervisors should be starting to arrange PDR 121s with their teams. There's plenty of advice and guidance in Performance Management section of the HR ForceNet site.

A couple of things to be aware of about the new system:

- All performance objectives must be aligned to the FP25 plan – the new system is set up with details of the plan so you can easily check which element the objective relates to.
- Anyone going through the promotion process will no longer need a separate promotion/development PDR – the new system allows you to set specific development objectives and record any CPD.

We know there will be minor tweaks needed or improvements that will make it even more user-friendly, and we'll be encouraging feedback throughout the rollout and ongoing – just email the PDR Helpline with any comments or suggestions.

We look forward to your feedback and look out for further information soon.

Only if you have already received an access link email to the PDR System, click here to access the system.



***Time to set your PDR – new system now live***

The new PDR system is now live and has been rolled out to all teams and departments across the Force over the past week. The vast majority of you will by now have received an email inviting you to log in to the new system. When you click on the link it will take you straight into your account, where you can start setting your objectives (once agreed with your line manager) and recording 121 meetings.

If, for any reason, your access link hasn't taken you into the system successfully, please follow these instructions:

- Click on the 'PDR system' button from the Google Chrome ForceNet homepage
- Type in your police email without the pnn
- Create a password as a new user
- Your new password will then arrive by email



***Video tour of the new system***

If you haven't had chance to log in and take a look at the new system, these two videos give a brief introduction and a short familiarisation tour. The first one gives a preview of the system from an individual user's perspective. The second demonstrates the additional functions and tabs that a line manager will use. Please note, line managers are advised to watch both videos.

We hope you will find the new system straightforward and easy to use and to help you, there's a full PDR user guide which you can find in the system itself and on ForceNet in the HR/Performance Management pages. We also welcome your feedback so if you have any comments or suggestions, please email the PDR Helpline.

**Video 1: A preview of the new system from an individual users perspective - demonstrating how to set your objectives and record one to one meeting conversations**

**Video 2: A preview of the new system from a line manager's perspective - demonstrating the additional tabs and functions that a line manager will use**





### **Your PDR – 31 August deadline for setting objectives**

#### **Have you set your 2020/21 PDR objectives yet?**

All officers and staff should now have access to the new system and we're asking everyone to have set their objectives and had an initial one-to-one by 31 August.

More than 1350 people have already logged into their PDR account – 594 staff and 766 officers – and the feedback we've had is that people are finding it very straightforward to use.

Well done to Public Protection, Central Ops and Intelligence, where more than half the officers and staff have already set up their PDR and saved performance objectives. A number of others are close behind but there are still a few teams who have yet to make a start – you have until 31 August so please get logged in and if you have any issues or questions about the new system, get in touch with us via email at Leadership Development Team.

Please note, anyone who hasn't yet saved any performance objectives will shortly receive an email reminder from [noreply@northants.talent.apps](mailto:noreply@northants.talent.apps).

#### **How to log in**

If you haven't yet logged in, the best way to access the system is by clicking on the PDR System button on the Google Chrome homepage as highlighted in the image below. (Anyone currently using Microsoft Edge as part of the phased rollout of Office365 can access their PDR via the Systems tab on the ForceNet Homepage and it will open in MS Edge.)

This will take you to the main login page. Type in your police email address without the pnn and create a password as a new user. Your new password will then be emailed to you.

It's easy to navigate to the objectives and check-in sections (where a record of your one to one meetings and conversations is made and stored) and this detailed User Guide will help you get started.

#### **Values and Leadership objectives**

Don't forget when setting your performance objectives, they must all link to the FP25 Plan and at least one of them must be aligned to 'The right attitudes, behaviours and values' section of the plan.

Line managers must also have at least one objective that aligns to the Leadership section of the FP25 plan.

#### **Help and support**

The User Guide and other useful guidance about PDRs and objective setting can be found both in the system itself and on the HR/Performance Management pages on ForceNet.

In addition, if you would like bespoke PDR training as an individual or for your team, please get in touch with the Leadership Development Team.

### **Your PDR – values and leadership objectives now required**

You will hopefully have seen the recent news item about the **Force Values**, reminding us what they are, how they underpin the actions we take, decisions we make and attitudes we display, and how important it is that we all live and work by them to help us do the right thing and deliver the best possible service to the public.

#### **Values objective for all officers and staff**

The PDR process can help us focus on this and we now require everyone to have at least one PDR objective that relates to the Force Values. Your performance objectives must already align to the FP25 plan and we're now asking that, as a minimum, one of these is linked to 'The right attitudes, behaviours and values' section of the plan.



#### **Leadership objective for supervisors**

If you are a line manager, we also want you to save at least one objective that aligns to the Leadership section of the FP25 plan.

### **This has been mandated by the Chief Officers and is a requirement for the 2020/21 PDR year.**

If you have already set your objectives, please take the opportunity to go back and review them – you may find one of your existing objectives already reflects the Values or Leadership elements of the plan or can be adapted slightly, or you may need to add another one.

And don't forget, everyone is required to have set objectives and had an initial one to one **by the end of August.**

Further guidance to help you navigate the new system or for general advice about the PDR process, setting objectives and effective one to one meetings, can be found in the **HR/Performance Management** pages on ForceNet.

If you would like bespoke PDR training for your team, please get in touch with the **Leadership Development Team.**

### **The right attitude, behaviour and values**

We understand that no individual is more important than another, rather we have different responsibilities and our common purpose is to service the public with passion, commitment, impartiality and without judgement. We live by the Force values of Public Service, Transparency, Impartiality and Integrity and they are our guiding principles and key informers of the decisions we make and attitudes we display – doing the right thing.



### **Leadership**

We are emotionally intelligent. We interpret the dynamics of the people around us in order to earn their trust, engage and forge genuine connections with them. This means we are strong and flexible communicators who not only lead, but who inspire confidence and empower innovation. Those around us trust us because we are worthy of trust. We are professionally knowledgeable, committed to each other and enthused in how we discharge our duty.



### **PDR Objectives – recording your progress**

Thanks to everyone who has set up their 2020/21 PDR.

On average, nearly 80 per cent of teams have uploaded at least one performance objective. No-one is quite at 100 per cent but some are very close – however, that does mean there are a few to catch up!



We also asked you to set at least one objective that aligned to the 'the right attitude, behaviours and values' element of the FP25 plan, which more than half of you have done already.

You may have set your objectives before we specified this – if so, please now revisit your performance objectives to ensure you have written one that meets this requirement. Think about how it is relevant to your work and you as a person, as this will need to be updated and progress rated in the same way as the other objectives.

### **Adding updates**

So now you've set your objectives, the next step is to add updates to show the progress you are making.

To do this, simply log in to your PDR, click on each objective and add an update in the 'add your objective updates here' box. Then under the 'Progress' title, you can choose from three options: No longer valid/ not achieved; In progress; Completed.

Once you've started any work related to your objective and have provided a brief update as to what you've achieved so far, you can record it as being in progress. Then at your 121s, when you've discussed progress with your line manager and agreed the objective has been completed or otherwise, you can then select the relevant rating accordingly.

Line Managers please note – you will need to select a progress rating for each team member on each objective. Please also remember to complete a 'Check-in' following each 121 meeting – less than half of PDRs are currently showing a check-in so please do set aside time to do this.

Everyone can add a 121 in 'Check-Ins' but we do encourage managers to do this on a regular basis.

### **Help and advice**

If you need any help with the system, the User Guide and other useful guidance about PDRs and objective setting can be found both in the system itself and on the HR/Performance Management pages on ForceNet.

You are also welcome to approach the Leadership Development Team for training support as required. We are able to facilitate training sessions via Jabber or Webex to suit you and your teams.



## Next steps

If you would like to know more about how to introduce and embed PDR in your Force, please get in touch.

## About Head Light

Head Light is an award-winning talent management software and consulting firm that works with clients to define and implement impactful talent management strategies.

Talent Cloud® is our cloud-based portfolio of integrated talent management software tools designed for those who expect the maximum return from talent management processes. Our training and consulting services uniquely complement our breakthrough software that engages employees, managers and senior leaders in the selection, development, and progression of people in their businesses.

Companies in the FTSE 350, public sector, large and small, from retailers to high tech innovators have all benefitted from our tools, techniques and expertise. Founded in 2004, we are headquartered in the UK.

Head Light has attained the ISO 27001 standard for Information Security. Certificate No 217613.





***How do I...***

*transition to Continuous Performance Management*

***How do I...***

*introduce robust Succession Planning*

***How do I...***

*spot High Potentials and Future Leaders*

***How do I...***

*drive Engagement through Career Conversations and Development*

***How do I...***

*embed new values and improve culture*

***How do I...***

*conduct Skills Assessments and a Gap Analysis*