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Draft report

Evaluation of PMDS in Local Authorities

HayGroup



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I

Introduction

1.1 Terms of reference

The terms of reference for the assignment are attached as **Appendix 1** to this Report. Following competitive tender Hay Group and the Institute of Public Administration were commissioned by the Local Government Management Services Board to carry out this assignment.

The introduction of PMDS to the Local Authority sector has the potential to bring about a major advancement in the change and modernisation agenda which is part of Government policy for the sector. Properly implemented, the system will transform the sector by providing a clear focus on improving performance in the priority areas of each Council's work.

This report is written in the context of providing advice to a service which has a uniform structure, common service delivery lines and a policy to provide consistent quality to customers. In this context the report maintains that a common approach be applied to the further implementation of PMDS to ensure consistency across the sector in terms of how staff are managed and developed and how services are delivered.

1.2 Background

PMDS in local authorities is an initiative which can be traced back to the Strategic Management Initiative (SMI) launched by the Taoiseach in 1994. The SMI has a number of objectives including better financial management, improved customer service and improved human resources management. "Better Local Government" (BLG) sets out the changes required in the local authority sector by building on SMI. Bringing a strategic focus to allow for change and continuous improvement in the local authority sector has meant that each County/City Council has Corporate Plans and annual operational business plans. The PMDS is seen as providing the framework within which management and staff can improve work performance and develop the knowledge and skills of staff. The system has been implemented using four phases – scoping, design, pilot and full implementation.

The current national agreement, Towards 2016, requires that the PMDS be reviewed by mid 2007. The earlier national agreement, Sustaining Progress, provided for the introduction of the system as follows:

"Improved standards of service follow from a strong focus on the needs of customers, the setting of challenging standards in service delivery, and making

the best use of available resources. Implementing a PMDS system based on clarity of roles and responsibilities and on developing the knowledge, skills and other competencies of individuals will therefore be a priority. The aim is that PMDS will apply to all employees at every level. This will require all employees to give their full involvement and participation in its development and implementation.”

Sustaining Progress links the benchmarking process and consequent pay increases in the public sector to performance. To this end, a Performance Verification Group was established for the sector comprising management, trade union and independent members. This Group assesses and verifies progress in relation to performance at individual, team and organisation levels.

A steering group was established to oversee the implementation of a PMDS throughout the sector. This Group, The Performance Management Advisory and Monitoring Group (PMAMG), comprises senior management and senior union officials together with representatives from the Local Government Management Services Board (LGMSB) and the Department of Environment, Heritage and Local Government.

1.3 Methodology

In consultation with the Local Government Management Services Board it was agreed that the process of evaluation would be to concentrate on meeting as many people as possible in focus groups and in one to one interviews to ascertain at first hand what was working and what was not working in the implementation of the system and to gather views on what needs to be done to ensure that the system is embedded within the local authority sector.

In excess of 400 people were consulted by way of focus groups. The focus group meetings were held in four locations – Sligo, Mullingar, Limerick and Dublin. The groups met included all levels and grades within the system. Individual one-to-one meetings were held with a representative sample of Managers with a representative in the Department of Environment, Heritage and Local Government and with representations of the relevant unions (see details at **Appendix 2**)

In addition, the project team examined a number of reports received from individual local authorities and individual groups involved in the process.

The project team would like to place on record its appreciation to the staff who attended focus groups and to those who attended interviews for their time and interest in the work involved in implementing PMDS in the Local Authority service.

1.4 The Current Position

At December 2006 the following was the positions in regard to implementation.

Percentage of employees who have received PMDS awareness training	72%
Percentage who have completed a Personal Development Plan (PDP)	25%
Percentage of employees who have completed a review of the PDP	6%
Total number of teams in Local Authorities	4391
Percentage of teams whose Team Development Plans (TDPs) have been completed	49%
Percentage of teams who have completed a review of the TDP	19%

This table shows that the roll-out of the system is a major change management exercise. The numbers of PDPs completed is unsatisfactory and the implementation is uneven across the system with wide disparities between those who have achieved the targets set and those who have not. The findings and recommendations of this Report address the issues raised by these figures.

II

The PMDS model - purpose and principles

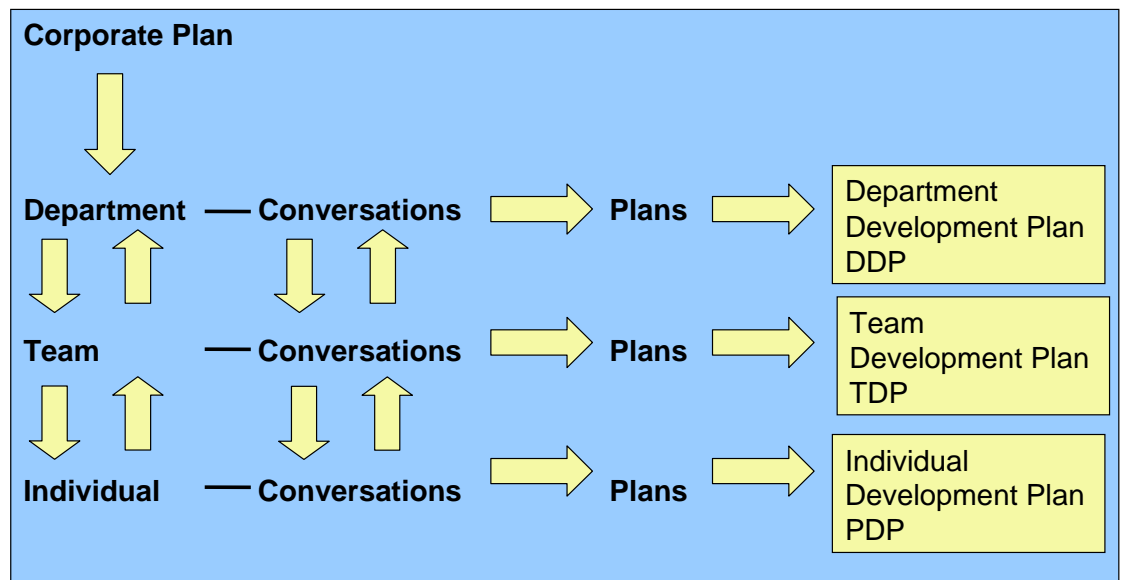
2.1 Introduction

This part of the report sets out the PMDS model, compares it with private sector practice and identifies its value.

Each Council's Corporate Plan is the driver of PMDS. The Plan sets out the way forward for the authority as a whole and for each service area. The PMDS is intended to integrate both Team Development Plans (TDPs) and Personal Development Plans (PDPs) into the policies and aims contained within the Corporate Plan framework. The purpose of all these Plans is to create goals and targets, timeframes for achievement, key measures and monitoring processes whereby performance at all levels can be tracked and where standards can be established. PMDS is aimed at improving performance with personal and team development thus improving organisation, team and individual competencies.

A Sponsor was nominated to oversee implementation in each local authority. The role of the sponsors is to ensure that there is a local support for the implementation, that the Team Development Plans are prepared, that any issues that arise are dealt with by the appropriate channels and in general act as a liaison and central communication point for the performance system roll-out. In addition, a number of trainers were selected to be responsible for internal training of all staff as PMDS is rolled out and consultants have been engaged to assist in the implementation of the process.

2.2 The PMDS Model



In practice it is intended that PMDS reviews will take place every six months with both Team Development Plans and Personal Development Plans being stored locally in each Department with the exception of the detachable Training Requirements being sent to the Training Unit for follow-up.

At team level, the performance and development discussions/conversations cover goal-setting, key performance indicators (KPIs) and key activities and projects that are to be undertaken over the coming twelve months.

At individual level a PDP includes discussion/conversation and feedback around the following:

- ❑ A role description in the context of the team with role KPIs
- ❑ Individual development goals relating to team activities (e.g. specific projects, specific tasks to be undertaken)
- ❑ Agreed responsibility for some or all of a team target(s)
- ❑ Personal feedback
- ❑ A review and status of previously agreed actions
- ❑ A development and training plan specific to the person

2.3 Comparison with private sector practice

Some private sector models of performance management have developed to systems which are linked to all HR processes. In the UK the emphasis has shifted over the last number of years from an emphasis on development to an emphasis on performance.¹ In Ireland this emphasis is not as marked with both performance and development being given equal weight². It is important to emphasise that before linking performance management to all HR processes – particularly pay – every organisation must build the capacity and capability to manage performance effectively. This is normally achieved by introducing systems which promote objective setting and review and the setting and review of development objectives. It is only when capability in these skills is attained that links are made to other HR processes. Some have suggested that the system being introduced will not be successful unless it deals with poor performance (linking it to the HR policies in this area) or unless it is used for promotion (another HR process) or unless it is linked to the award of increments (yet another HR process).

In our view building the capacity to manage performance and development is a pre-requisite to any linkages with HR policies. It should be noted that the civil services is moving to a more integrated model almost nine years after the design of the initial system.

¹ Managing and Measuring Employee Performance, Houldsworth and Jirasinghe 2006

² Performance Management in Ireland –HayGroup, Dublin office

In line with good private sector practice the local authority system has incorporated a team element in the system. This is the practice in 58% of private sector companies in Ireland. Research on team based systems show a strong correlation with improved performance.

2.4 Evidence to support creating a people management culture and its impact on performance

Research carried out by Hay Group with Harvard³ on effective teams show a clear relationship between the climate of the team and its performance. The more positive the climate the more positive the performance. Such findings have been replicated by numerous other studies⁴. Climate is created to a large extent by the management styles used by managers. The most effective styles are the authoritative, the democratic, the affiliative and the coaching styles. These styles and two others – the coercive and the pace setting styles are explained in **Appendix 3**.

The PMDS being introduced into the local authority service promotes the use of the authoritative, democratic, affiliative and coaching styles. While the impact of the use of these styles on climate and subsequently on performance cannot yet be measured because the full agenda of the PMDS has not been completed, evidence suggests that performance will improve if the system is implemented fully.

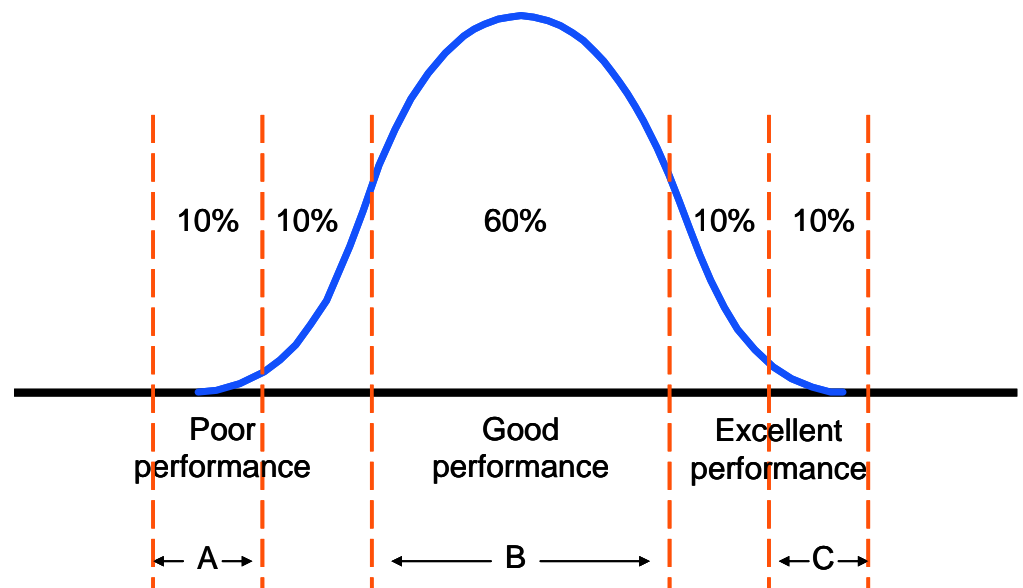
Other research shows a correlation between the number of HR policies implemented by an organisation and the morale of the employees. High morale is also correlated with high performance.

The bell curve of normal distribution is a useful framework to explain the impact of successfully implemented performance management systems.

Table 1 below shows a normal distribution curve.

³ The McClelland Centre, Boston

⁴ Individual Difference in output variability as a function of job complexity Journal of Applied Psychology 75(1990)



Part A of the curve denotes performance which is poor or below average and, in the diagram covers 10% of any given population. Part B of the curve denotes performance which is good and, in the diagram covers 60% of any given population. Part C of the curve denotes performance which is excellent and, in the diagram covers 10% of any given population. The percentages are used for illustration purposes. It is accepted that performance is more nuanced than that depicted and that there are many more possible gradations. Nonetheless, for illustrative purposes the diagram is used to make the following points

- ❑ Traditionally a manager's attention is concentrated at the two extremes – those covered by A and those covered by C. Significant time is spent trying to improve the performance of those covered by A and the more complex and challenging work is allocated to those at C.
- ❑ For a manager to only concentrate on managing the excellent performers the output would not be very much improved because these people are performing at their best with little room for any significant improvement.
- ❑ For a manager to concentrate on managing the poor performers (which is normally the case) the output would similarly not be very much improved because those people are normally performing so badly that any increase in performance would be marginal (and take a lot of work).
- ❑ For a manager to ignore the middle 60% - the good performers – on the basis that they are doing all right is the biggest loss to improved performance for an organisation. Because this is by far the more numerous group a small improvement in performance will have a significant impact on overall output and overall performance. Research has measured the extent of the improvement at up to 25%.

By including everybody in the scheme the local authorities will harness the true value of the good performance.

Conclusion

In our view the PMDS model being introduced into the Local Authority sector is a good fit for purpose and will result in significant performance improvement if implemented successfully.

III

General overview of findings

3.1 Introduction

This section of the Report sets out an assessment of the implementation of the system to date against a well known change model, identifies the issues raised during the course of the project and sets out the benefits of the system to date.

3.2 A major change programme

The implementation of PMDS in Local Authorities is a major change programme from two respects. The first is the nature and extent of the change involved – 34 authorities, 31,000 staff in administrative, technical and professional grades and covering indoor and outdoor staff. The system involves the preparation of 31,000 Personal Development Plans (PDPs) and over 4,000 Team Development Plans (TDPs).

The second aspect of change relates to the culture change which the implementation of the system involves. It was reported to us that the culture up to recently was one where:

- ❑ A one to one meeting with a superior was only carried out when there was a problem
- ❑ Development was the concern of the Human Resources Department
- ❑ Team work and team meetings were not the norm
- ❑ People management was not perceived as an important skill
- ❑ There was little emphasis on improving performance
- ❑ Training in people management skills was not a priority

3.3 Assessment of change implementation

The following model of successful change⁵ is useful to help identify the successes of the current initiative and the risks to be managed. The model has four stages which are set out as follows

- ❑ Stage 1 Set the Stage
This involves creating a sense of urgency and establishing a guiding team.
- ❑ Stage 2 Planning
This involved developing a clear direction and a way to achieve that direction

⁵ Kotter – The Health of Change 2002

- Stage 3 Implementation
 This includes
 - Communicating for understanding and acceptance
 - Empowering people to act
 - Producing short term wins, and
 - Maintaining momentum

- Stage 4 Embedding the process
 This includes creating a new culture

Stage 1 of the process included the setting out of Government policy in Sustaining Progress and subsequently in Towards 2016, the establishment of a Performance Verification Group and the establishment of the PMAMG to oversee implementation. The inclusion of the unions as part of the Partnership process was also part of this stage.

Stage 2 included setting up systems to scope, design and pilot the new system. The pilot phase was evaluated and a clear direction was set for the full roll out. In our view stages 1 and 2 of the change model were implemented effectively.

Stage 3 included the establishment of new roles to guide the implementation in each local authority. These included the appointment of PMDS trainers and the nomination of a Sponsor in each local authority to promote implementation. Stage 3 is currently being implemented by each local authority and has surfaced a number of issues. Where Stage 3 was successful the factors leading to success are set out below. Where it was unsuccessful the issues which were raised are set out below.

3.4 Factors leading to success

In general the findings suggest that, where the implementation of the system was successful it was possible to identify the factors which lead to this success. These include:

- Active and full commitment and involvement by senior and middle management – at the initial stage and also, equally important, in ensuring that strong support is maintained throughout the process.
- Active and full commitment and involvement of union representatives, both locally and nationally.
- Allocation of the required resources, expertise and time by all concerned particularly in the early period of the system's full introduction.
- Consistency and clarity in relation to the model and its links to other systems/initiatives.
- Clarity around issues of confidentiality.

- ❑ The quality of the trainers and their authority/status within the organisation.
- ❑ The importance of team leaders, supervisors and managers having the skills needed to facilitate meetings effectively and carry out fair, meaningful and participative personal development conversations and their willingness, with the necessary support, to accept ownership of the system.
- ❑ Going for early successes, thereby showing evidence that the system is being taken seriously and working.
- ❑ Making sure reviews happen and that the system is kept alive and is evolving.
- ❑ Ensuring that there are clear linkages and interactions at the different levels, across teams and between team players and individuals.

3.5 The key issues leading to unsuccessful implementation:

3.5.1 Purpose

The PMDS is nothing more than a standardised way of introducing good management practice in Local Authorities. It has been reported to us that this key principle may not have been emphasised sufficiently in the roll-out. There was (and indeed still is) a push on filling in forms by a deadline. This, of course is important but the communications in some cases placed the emphasis on form filing and did not place enough emphasis on the process itself which is one of promoting discussion and consultation.

3.5.2 Linkage with Corporate Plans

Linking TDPs and PDPs to the Corporate plans of each local authority is the cornerstone of the system. Some reported that it was not always easy to do this because of the high level of some of the Corporate Plans..

3.5.3 Managers role modelling what is required

Perhaps the most critical determinant of whether the system succeeds or not is the role played by senior managers. It was reported that not all senior managers are committed to implementing the system.

3.5.4 Calibre of managers

It was reported that the implementation of the system brought to the fore the lack of skills in managing people at middle management levels in the Councils.

3.5.5 Communications

Any major change programme requires a range of communication strategies to ensure that there is full understanding and clarity about what is involved and what each person in the change process is required to do. Communication was not carried out successfully in all local authorities leading some to assume that once the forms were completed the “project” was completed.

3.5.6 Development needs

A major question raised in the course of the assignment was whether development needs are to be demand or supply lead. Some reported discussing and agreeing development needs and hearing nothing for a year.

3.6 The Benefits identified

Where the system was implemented effectively the benefits achieved were:

- Increased clarity about the tasks of each job
- Increased understanding about what the boss and the organisation expect of each job
- Increased sense of involvement
- Increased understanding of the priority of the organisation and its purpose
- Increased recognition for the contribution of each staff member
- An opportunity to give opinions on the work and the way it should be done
- An opportunity to air concerns about work
- A clearer structure for the planning and organisation of work
- A real opportunity to identify training needs and to discuss career aspirations
- An opportunity to forge a link between the Corporate Plan, Business Plans and the work of all employees

IV

Recommendations

4.1 Introduction

The recommendations set out in the following paragraphs are based on the findings set out in Part IV of the Report.

4.2 Role of the Management Team

The management team in each local authority has a key responsibility to ensure that PMDS, the introduction of which is Government policy, is implemented successfully. The following recommendations are made to ensure that the system continues to be implemented successfully.

4.3 Be a role model

The most effective way the management team can ensure that the PMDS is implemented successfully is to show their commitment by their actions. Some County/City managers have done this by being present at briefing and awareness sessions, by implementing the system in their management teams using TDPs and PDPs and by requesting reports on progress on the implementation of the system across their organisations. It is important to point out that this is not the case with all Managers. It goes without saying that if the most senior manager in an organisation is not committed and actively involved in a change initiative it will fail.

4.4 “Sell” the concept

It was reported that the tight deadline involved in implementing the system placed an undue emphasis on form filling and not as much of an emphasis on dialogue and discussion. This has led therefore to a perception in some quarters that filling the forms is the real objective of the system and when they are filled in the job is deemed to be completed. This perception is obviously wrong but it is understandable.

To counter this perception it is recommended that renewed efforts be put in place to explain the purpose of the system and its actual and potential benefits. The “one page” recommended below is one way of doing this. Another is for each Manager to take steps to explain what is involved. **Appendix 4** contains a suggested text.

4.5 Monitor, review

As pointed out in the introduction to this Report, the system is still in its early stages with not all TDPs and PDPs completed and very few first review meetings held. There is therefore a need to keep monitoring and reviewing performance. Particularly relevant here is the need to monitor the quality of the process – is it concentrating on form filing or dialogue?

4.6 Synchronise timing

Critical for the continued successful implementation is to ensure that the various stages of the process are completed in the right sequence. This involves careful planning and the communication of plans.

4.7 Integrate with other initiatives

To promote the idea that PMDS is part of the “day job” steps should be taken to ensure that initiatives like health and safety, value for money, risk management and other national policies are incorporated into the appropriate TDPs and PDPs.

4.8 Clarify the Ownership of the System

It is recommended that the system be owned, managed and reviewed by the management team of each local authority and that the project sponsor take lead responsibility for the continued implementation of the system.

4.9 Continue support

It is recommended that the trainers appointed to assist in the implementation of the system in each local authority be retained for at least another year to ensure that the necessary training to carry out the review process is provided.

4.10 Prioritise training needs identified

The system will identify needs for career development, personal development and on the job skills. It is important that training is not seen as the only avenue to performance improvement. Mobility policies and on the job training are also important elements in a development plan. It is also important that each Council should identify its own priorities for training.

A key training need of improving the capability of middle managers to manage people has been identified from the implementation of the system

It is recommended that training should be supply rather than demand lead. This means that each Council should determine its priorities for training and provide a list of courses which it sees as meeting those priorities.

Consideration should be given to involving each Local Partnership Committee in the determination of training priorities for each Council.

4.11 Link to Performance Related Awards

In order to ensure that the PMDS is embedded in the Local Authority system it was suggested that a specific objective relating to the implementation of the PMDS be included in the Performance Related Awards scheme for senior staff. It was further suggested that before any award is given in relation to that objective, an independent verification should be carried out to ensure that the system was implemented with a focus on dialogue and consultation as opposed to a focus on it as a purely form filling exercise. This suggestion is a good one and one which we recommend. The PMAMG could be involved in the verification process.

4.12 Future links to wider HR agenda

It is recommended that linking the PMDS to other HR policies should not be attempted in the short term. As argued earlier, there is a need to increase skills in the management of performance and development and these should be built first before any changes are made to the present elements of the system.

4.13 IT systems support

When the system is implemented fully in each local authority consideration should be given to introducing IT supports for managers and staff in measuring and monitoring performance.

4.14 Workshops and Focus groups

It is recommended that at least once a year a workshop/seminar be held to review progress in the implementation of the system. Each grade and each local authority should be represented at the workshop/seminar. LANPAG or the PMAMG should be the sponsor of this yearly event.

4.15 One page to all staff

It was suggested that a one page summary of findings and recommendations of the evaluation be sent to all staff (possibly with their pay cheques). A draft is attached at **Appendix 5**.

4.16 Role of the Local Government Management Services Board

The Local Government Management Services Board should continue to oversee the implementation of the process and ensure that blockages are identified and remedied.

Appendix 1 Terms of Reference

1 Terms of Reference

1.1 The PMAMG now wishes to appoint consultants to assist in the evaluation of a performance management and development system or systems (PMDS) for local authorities against the background of the broad strategic management framework mentioned above.

Any evaluation methodology must take account of the complex environment of the local authority sector (e.g. diversity of locations, grades, services etc.) and be flexible enough to be responsive to the varying requirements and culture of individual local authorities.

In any review / evaluation of PMDS it is recommended that the following issues should be addressed:

- Testing of the PMDS model
- Establishing the extent of local variances to the model
- Recommendation of changes to the model if appropriate
- Implementation targets analysis of available data
- Review of training strategies of local authorities
- Management of expectations regarding training and development
- Delivery on expectations of employees
- Target-setting in Team Development Plans (TDPs) and Personal Development Plans (PDPs)
- Role of the Senior Management Team
- Role of the Sponsor
- Role of PMDS Trainers
- Role of Line Manager / Supervisor
- Role of Trade Unions
- Role of Partnership
- Assess the level of buy-in by management
- Assess the level of buy-in by employees
- Resource implications for local authorities (financial and staff)

A report will be required on completion of the evaluation process and this report should

- identify issues that potentially block the successful implementation of PMDS in local authority sites.
- identify issues for the implementation of a PMDS in local authorities including resources and cultural impact; and
- make recommendations on the management of PMDS at national and local level going forward.

1.2 Particular regard should be given in the content of the report, to:

- i. the diversity of grades employed in the sector and the consequential variations required in the development of a system(s);
- ii. relevant conclusions and recommendations outlined in various policy documents e.g. Sustaining Progress, Towards 2016 and 'Better Local Government. A Programme for Change ' ,
- iii. the possible resources necessary for the management of a PMDS going forward;
- iv. the national and local partnership structures and their role in change initiatives.

1.3 The PMAMG will require a detailed presentation from the shortlist of tenderers before a final decision is made.

1.4 The successful tenderer will be required to report to the PMAMG. The contracting authority for the assignment will be the Local Government Management Services Board (LGMSB). On assignment of the tender, a written contract will be agreed between the parties for the assignment. The PMAMG will retain the copyright for materials produced during the course of this assignment and the final report. The final report should be made available in paper format and CD Rom.

1.5 The report must be based on consultations, where necessary, with the relevant responsible person(s), including the PMAMG, LGMSB, local authorities and the representative trade unions.

1.6 The report should be available to the PMAMG by 1 May 2007. This final report should reflect any changes requested by the PMAMG. Twelve copies of the report(s) should be provided to the LGMSB at each stage.

Appendix 2 Focus groups and interviewees

Focus Groups

Venue: Limerick (Clarion Hotel)
Dates: 22nd and 23rd February
Team member: Mary
Groups:

22 nd	11 am	GO's
	2 pm	GO Supervisors
23 rd	11 am	Grades 3 and 4
	2 pm	Grade 7 and analogous

Venue: Mullingar Park Hotel
Dates: 26, 27, 28 February and 1st March
Team member: John
Groups:

26 th	11am	Directors of Services
	2 pm	Training Officers
27 th	11am	Director of Services
	2 pm	HR
28 th	11am	Partnership
	2 pm	Sponsors
1 st	11am	Engineers
	2pm	PMDS Trainers

Venue: Dublin (place to be confirmed)
Dates: 1st and 5th March
Team member: Marie
Groups:

1 st March	11 am	Grades 5 and 6
	2 pm	Grade 7 and analogous
5 th March	11 am	GO's
	2pm	GO Supervisors

Venue: Sligo Park Hotel
Dates: 2nd and 5th March

Team member: Martin

Groups:

2 nd March	11 am	GO's from the area
	2pm	Supervisors of GO's
5 th March	11 am	Grades 3 and 4
	2pm	Grade 7 and analogous

Managers

Martin Riordan	Cork	27 March 2007
Sean Sheridan	Donegal	7 March 2007
Martina Maloney	Dundalk	5 March 2007
Con Murray	Waterford	15 February 2007
Eddie Breen	Wexford	2 April 2007
Willie Soffe		6 March 2007
Frank Kelly	Dublin	9 March 2007
John Tierney	Dublin	22 February 2007
Joe Horan	Dublin	20 February 2007

Union

Matt Merrigan	SIPTU	4 May 2007
Peter Nolan	IMPACT	3 May 2007
Paddy Coughlan	Local Authority Craft Group of Unions	3 May 2007

Appendix 3 Management styles

- **Coercive style** - “Do it the way I tell you” - obtaining immediate compliance
- **Authoritative style** - “Firm but fair leader” - providing long-term direction, vision, standards and the rationale for change
- **Affiliative style** - “People first, task second” - creating harmony among people, positive emotions
- **Democratic Style** - “Participative” - building commitment & generating ideas through consensus & delegation
- **Pacesetting Style** - “Copy me - I’m best” - accomplishing tasks to high standards, leading by example
- **Coaching Style** - “Developing others” - focus on long-term development of people’s talents and abilities

Appendix 4 Suggested text for communication by each County/City Manager

Introduction

As you know a Performance Management and Development System is being rolled out in all local authorities. The roll out of the system has been evaluated and one of the recommendations was that I should write to you to refresh your understanding of the system and to encourage you to be an active promoter of the system

Why is PMDS being introduced?

- ❑ It builds on the themes of Better Local Government.
- ❑ It is a commitment under the Social Partnership agreement, “Sustaining Progress” and is being introduced to all local authorities nationwide.
- ❑ It helps team leaders at all levels to plan and organise the work that needs to be done, to identify obstacles and to use resources more efficiently.
- ❑ It permits structured planning for training, improves communication across the organisation and will ultimately improve service delivery.

What will it achieve?

- ❑ It is a way of managing our performance.
- ❑ It helps us to improve our service to our customers.
- ❑ It makes sure that we get best use of our resources.
- ❑ It ensures that the full potential of staff is realised.

What does PMDS do for you?

- ❑ It provides role clarity.
- ❑ It provides constructive feedback.
- ❑ It gives you an opportunity to discuss the support you need in order to do your job.
- ❑ It gives you an opportunity to identify your own training and development needs.

Appendix 5 One page feedback

To be drafted