

## A case study – Performance Management in the Public Sector

**Potential2Achieve** were approached to support the establishment of a new Performance and Development Review (PDR) process in a recently formed, government funded, and independent organisation. The new organisation had been in existence for c18 months and was an amalgam of 3 very different legacy organisations. Each of the component legacy organisations had existing Performance Management schemes with their own frameworks, processes, defined standards and varying degrees of positive track records. The legacy organisations had differing employment terms and conditions which were to remain unchanged but would be encompassed within the new PDR process.

The request of **Potential2Achieve** was to design and deliver training to support the launch of the new PDR process in order to establish a consistent approach and a focus on behavioural standards. A new capability framework, which contained high level behavioural standards, had been soft-launched 6 months previously but was not well known across the organisation. The internal OD team was designing the PDR process to integrate the capabilities and to lay the foundations of a change of culture; moving away from a task achievement focus towards a people development priority. The requirement of the business sponsor was for the training to create a consistent understanding of the new PDR process, a commitment to setting objectives for all and the establishment of person-centred one-to-ones as custom and practice. Simple Kirkpatrick level one success measures were defined by the business sponsor relating to the numbers of people trained and learner satisfaction relating to the quality of the training.

**Potential2Achieve** designed and developed a 30 minute e-learning module for all employees outlining the new PDR process, the allocated responsibilities and PDR timeline. This was launched via the organisation's intranet and completion was monitored by the internal OD team. A one-day workshop was also designed and developed for all line managers with the e-learning module as a pre-requisite. A shortened version of the workshop was delivered to the senior leadership team prior to rolling out the full version to 250 line managers in 9 weeks.

As an outcome, Kirkpatrick level one evaluation resulted in a positive response with an average score of 4.0 out of 5 for the workshop and 3.3 out of 5 for the e-learning. From the freehand comments the key positive themes were noted as:

- Delegates were generally positive and open to learning against a backdrop of organisational change.
- The course highlighted the importance of objective setting and 1:1's.
- Delegates felt motivated and keen to implement some changes immediately after the course.
- Sharing real-life examples with colleagues was seen as very good and useful.

As a result of the positive response to the PDR training and the open discussions generated, the business sponsor has identified a need to support focused culture change efforts. This will involve working with the leadership team to address some essential issues regarding the integration of the legacy organisations.