

Record of Discussion with RB and JW – Workforce Experience Leads

Context - I am in a new role with responsibility for facilitating culture change in performance management. I wanted to get a broad understanding of the current position within the organisation. Below are some of the key discussion points.

- Currently a negative slant on PADR process
- Historical structure changes have meant that process ownership has been passed through various departments - lack of consistency
- There is a lack of understanding of the importance of performance conversations instead of an annual event
- Compliance rate is at 65%
- COVID has meant that the Performance Management training has not taken place regularly for 12 months
- Currently have around 200 colleagues waiting to attend the training
- Training is too focused on the PADR aspect, which reinforces the culture
- PADRs tend to happen in line with the end of the financial year, affectionally named 'PADR season'. This leads to greater collective anxiety
- Employees not aware that PM is employee-led – not empowered
- Some appraisers are appraising up to 30 people
- PADR policy review has been postponed due to COVID – 18 months overdue
- Even policy is named 'PADR' and not 'Performance Management' – psychological bias?
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