



Guide to completing PDRs in relation to ACPO bonus and pay progression arrangements

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1 BACKGROUND

Guidance on chief officer Performance and Development Reviews (PDRs) in relation to bonuses and pay progression arrangements is outlined in Home Office Circular 27/2003, and in guidelines issued by the Police Negotiating Board (February 2005). The purpose of this document is to assist MPS ACPO in completing the two areas of the PDRs that are under consideration in this context:

- i. **PDR Key Personal Objectives** (Section C):
 - There should be 4 to 6, and no more than 10 objectives
 - Objectives must:
 - be Specific, Measurable, Achievable, Realistic, Time limited, Evaluated and Reviewed (SMARTER)
 - reflect Service and force priorities, as set out in national and local policing plans
 - address both crime reduction and diversity
 - Objectives will be measured as 'achieved', 'exceeded' or 'not achieved' at the end of the reporting period
- ii. Twelve **ACPO competencies** (Section H):
 - Competencies will be measured as 'achieved', 'exceeded' or 'not achieved' at the end of the reporting period
 - Roles and responsibilities should be considered at the beginning of the reporting period to set expectations, and establish how the achievement of competencies may be evidenced
 - Objective data and information should be clearly documented throughout the year to evidence an individual's performance in relation to ACPO competencies

The following short sections will support chief officers when completing the relevant parts of their PDR and, if responsible for ACPO level team members, when discussing and helping them complete theirs. Follow-up workshops are scheduled for April 2005, during which chief officers will have the opportunity to discuss and explore aspects of this process in more detail, should they desire it.

The MPA and MPS Human Resource sponsors of this initiative are keen to capture feedback from chief officers in order to improve the process, making it relevant and meaningful, as well as use it to support the type of change that is being promoted under the Diversity Agenda and under the banner of 'Working Together'.

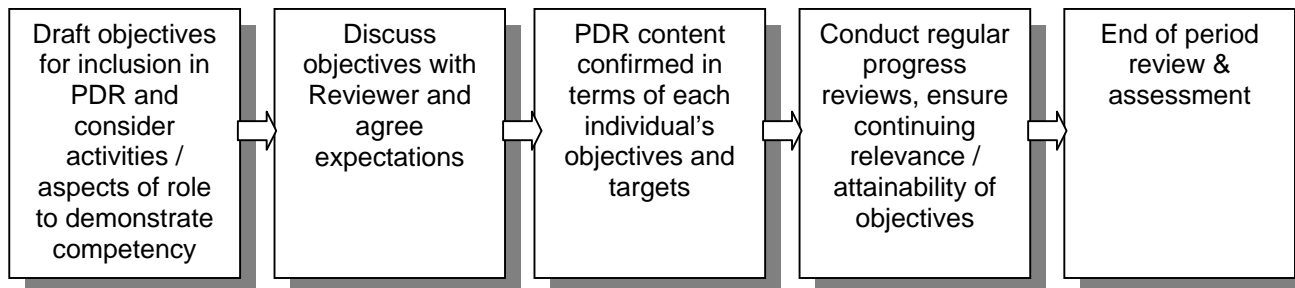
2 GUIDING PRINCIPLES

The following principles underpin this initiative and provide prompts for the content of ACPO objectives:

- i. To reflect Service and force priorities as set out in the Policing Plan
- ii. To reinforce performance management structures where performance targets cascade down tiers of ACPO from the Commissioner, through Management Board, to the different layers of the business, and the results aggregate back up to deliver corporate targets and outcomes
- iii. To ensure that objectives are Specific, Measurable, Achievable, Realistic, Time limited, Evaluated and Reviewed (SMARTER), so there is no doubt at the end of the reporting period as to whether or not an objective has been achieved
- iv. To build accountability and governance into regular meetings, so that an individual's performance and delivery against these objectives informs on-going tasking and resource allocation decisions to ensure that targets are met

- v. To permit flexibility, such that the very different types of MPS ACPO role can be measured within the same framework
- vi. To ensure that objectives are specific to roles, as opposed to individuals
- vii. To balance the need for structure and consistency with the desire to ‘keep it simple’ and the imperative of avoiding bureaucratic, non-value adding paperwork

3 SUMMARY OF PROCESS



ACPO objectives will be considered at the most appropriate and highest level to ensure that the breadth and depth of corporate activities are reflected across the team.

4 KEY PERSONAL OBJECTIVES

4.1 The PDR Form – Personal Objectives, Section C

The personal objective section of the PDR form, Section C, has been amended to encourage Specific, Measurable, Achievable, Realistic, Time limited, Evaluated and Reviewed (SMARTER) presentation of objectives. A simple table has been introduced that allows chief officers to document each component part across four columns – *please see below*

Objective Category or Type	Specific Objective	Rating Criteria – Target or other requirements for objective to be ACHIEVED	Note
<p>GUIDANCE NOTE: Define a category for the objective</p> <p>EXAMPLES:</p> <ul style="list-style-type: none"> - <u>Diversity</u> - <u>Crime Reduction</u> - Crime Detection - Public satisfaction - Working together - Portfolio activity - Resource management - Risk management - Others... 	<p>GUIDANCE NOTE: Specify the nature of the objective. Guidelines request that Policing Plan priorities are included.</p> <p>The objective can cover a wide range of inputs and outputs – these are documented in the next two columns, as required.</p> <p>EXAMPLES: A Crime Reduction objective for SCD might be: To deliver the SCD Policing Plan objectives regarding the reduction of gun enabled crime and disruption of organized criminal networks.</p>	<p>GUIDANCE NOTE:</p> <ul style="list-style-type: none"> - Refer to specified targets in Plan - Define successes in terms of measurable outcomes - Specify major milestones, associated delivery dates and budget or other resource parameters <p>EXAMPLES: SCD measures pertaining to objective described might be:</p> <ul style="list-style-type: none"> - x% reduction, gun-enabled crime - £x million assets seized - Disruptions to x number of networks 	<p>GUIDANCE NOTE: Document as considered necessary,</p> <p>EXAMPLES:</p> <ul style="list-style-type: none"> - Key delivery strategies defined - Dependencies identified - Other prerequisites stated

Please note the following points when developing Personal Objectives:

- i. It is not mandatory to complete each column, but doing so will help ensure that there is no doubt at the end of the reporting period as to whether or not an objective has been achieved. (This is particularly important as decisions on pay are to be based on this assessment).
- ii. There should be between 4 to 6, but no more than 10 objectives

- iii. The objectives should, together, provide an accurate portrayal of the chief officer's job
- iv. Where an objective is described in terms of multiple measures, these individual measures do not constitute separate objectives, but provide a means of delivering against the target for the overall objective that they support. Individuals will decide, in conjunction with their line manager, what constitutes 'meeting' the overall objective, given the 'basket' of measures that are included, and whether weightings can be assigned to particular areas over others. These expectations should be made explicit on the PDR form
- v. Not all MPS ACPO roles lend themselves to identifying SMART objectives, and some may not have an obvious crime reduction aspect (including the objectives of seconded officers). Efforts should be made to define outcomes and measures that provide an indication of successful role delivery, and expectations agreed so that at the end of the reporting period a meaningful assessment can be made.
- vi. The 'Notes' column may be empty at this stage, but will provide individuals with a means by which to explain and justify any possible non-delivery at the end of the reporting period. Guidelines state that if an objective has not been achieved and the reasons for this are out of the officer's control, then these reasons should be taken into account in the process of assessment, if necessary by discounting the objective. It might be useful, where they exist, to document expectations and agreements of these at the outset, to aid in such discussions at a later stage.

4.2 Developing Personal Objectives – More detail

The following information is particularly relevant to columns 1 & 2 of the Personal Objectives PDR form.

4.2.a Mandatory Objective Categories

- i. Guidance states that individuals must have an objective on both crime reduction and diversity.
 - **Crime reduction:**
 Objectives should allow for specific measures and targets which present the individual's contribution towards crime reduction in the capital. These may include targets pertaining to:
 - Protecting the capital against terrorism,
 - Reducing serious crime
 - Promoting safety and reassurance
 - Any aspect of service that contributes directly or indirectly to these outcomes

E.g. To deliver x% reduction in level of gun enabled crime
 - **Diversity:**
 Objectives should include specific initiatives and associated outcomes that chief officers intend to undertake in order to uphold the MPS diversity agenda. This will look different for each chief officer and should be developed on a case by case basis. It may be helpful to consider how objectives can be framed to maximise each individual's potential:
 - What impact does the role allow the officer to have?
 - How will the individual ensure that diversity is enhanced in terms of outcomes that he or she can take responsibility for?
 - How will the individual achieve stretching targets for himself/herself, and for his/her team?

- How can an active role be taken in initiatives to redress any imbalances, and how can this be measured to reflect personal contributions?
- How can the chief officer take advantage of measures that are already generated centrally (staff and other people satisfaction surveys, for example, or less considered comparisons between victim & offender outcomes, for white & VEM groups), and any other measures at their disposal?

E.g. To increase the number of working mothers still in employment in business area X / role type X one year after returning from maternity leave from X% to Y% through the introduction of flexible working arrangements (sub measures might include number of people adopting flexible working arrangements)

4.2.b Optional Objective Categories

- i. The MPS is seeking consistency across ACPO objectives, whilst recognising that each role is unique and flexibility is required in terms of how objectives are presented
- ii. In addition to the two mandatory objective categories above, the following headings are provided as a possible means of categorising the remaining objectives assigned to chief officers
- iii. The specific content of individual objectives will depend upon business group, rank and role
- iv. It is not necessary to have an objective under each heading. Categories are neither mutually exclusive, nor exhaustive; at best they permit the span of ACPO activity to be presented such that a degree of uniformity is applied to what amounts to a diverse spectrum of activity
- v. Chief officers are encouraged to document objectives to reflect the scope of their job / role, specifying how their role contributes towards corporate, business group and other priorities. As with the crime reduction and diversity objectives, each objective should be SMART, or at least some reference to targets, measures, budgetary and resource requirements, delivery of major milestones and/or any other quantitative and qualitative means of holding the chief officer to account.

- **Crime Detection:**

Objectives should allow for specific measures and targets which present personal contribution towards crime reduction in the capital. These may include targets pertaining to:

- Protecting the capital against terrorism
- Reducing serious crime
- Promoting safety and reassurance
- Any aspect of service that contributes directly or indirectly to these outcomes

E.g. x% reduction in sanction detection rate for rape

- **Public Satisfaction**

Objectives should aim to deliver improved citizen experience with the police based on the chief officer's role in delivering a particular initiative, or underpinning aspects of core service delivery. Measures may take account of PPAF Citizen Focus workstream areas, or other means of gauging public satisfaction and confidence.

E.g. To implement the Safer Neighbourhood programme in X, Y and Z such that the proportion of people in these wards who believe the local police are doing a good job is greater by X% than those in non Safer Neighbourhood areas (British Crime Survey).

- **Working Together-** E.g. To deliver key service drivers or reform agendas, to implement new policies, meet recommendations, foster corporate values, partner with external stakeholders to deliver organizational objectives, etc.

E.g. To improve our contribution to the Criminal Justice System by reducing the number of ineffective trials (25%), and the number of outstanding warrants (20%), and by increasing the total number of offences brought to justice (160,205) and the percentage of victims and witnesses who are satisfied compared to the baseline in 2004/05.

Or, To undertake a service review in business area X to deliver efficiencies and cost savings amounting to £X

- **Portfolio Responsibility**

Objectives could involve the delivery of major cross-business programmes of change, on time and within budget, particularly where this constitutes a major component of the chief officer's role. Where outcomes can be measured as a result of programme activity (i.e., benefits identified and measured as part of value realisation plan), these are the means by which success is measured, and permit the objective to be outcome-focussed. In the absence of clear alignment with programme activity and outcome, and where a change programme does not have a Business Case or Investment Programme, other measures will have to be considered as a fall-back means of gauging objective success (this means objectives cease to be SMARTER, but might at least be 'SARTER'). Expectations for achieving these objectives must be explicit with Reviewers and Programme Sponsors, so that at the end of the reporting period it is clear whether an officer has 'Achieved', 'Exceeded' or 'Not Achieved' the objective.

E.g. To lead delivery of <<specific>> change programme, with X% reduction/improvement in <<state measure>>, and/or <<key implementation or other milestones, to do with people, processes, infrastructure, technology, other new ways of working>> delivered, on time <DD/MM/200X>> and within +/- 1% budget £X.

- **Resource Management:**

Objectives should enable the improvement of the efficiency and effectiveness of the individual's area of responsibility within the business. Targets might be based on particular initiatives around civilianisation, Corporate Review, or 'business as usual' resource utilisation. The inclusion of this type of objective is intended to discourage scenarios where performance targets are met, but at the cost of budgetary overspend, excessive utilisation of over time, staff dissatisfaction or other indicators of possible inefficiency.

E.g. To ensure that all command areas are within +/- x% of their budget by the end of the financial year.

Or, To reduce the no. of working hours lost to sickness from 2004/5 baseline of X to Y.

- **Risk Management**

Although there will be an element of risk management underpinning all areas of work, chief officers may want to include this as a separate objective where this constitutes a core area of responsibility for the individual's post. Where SMARTER objectives prove difficult to identify, officers might consider the cost of something going wrong, and by averting risk, consider the cost saving in things that can be measured, such as to reputation, budget, performance. To be agreed with Reviewer, but achieving the objective might entail the cost avoidance. The ultimate measure of risk management is going to be successful delivery of core business, so there may be opportunities to make this relationship explicit.

E.g. To manage risk, especially anticipation of, and dealing with, critical incidents and related media management with the result that public confidence around X is maintained, and performance targets X were met within budget and time constraints.

5 ACPO COMPETENCIES

- i. ***This should really be filled in:*** In the past, Section H of the PDR form, which deals with the ACPO competencies, has not always been completed. The Guidelines on bonus schemes and linking incremental progression states that the twelve areas of ACPO activities and behaviours relevant to a role must be recorded on the PDR form. Each of the ACPO competencies must be considered to decide whether it has been achieved, exceeded or not achieved. This decision must be based on objective data and information clearly evidenced.
- ii. ***Set expectations:*** It is essential to establish at the outset of the review period the basis on which this assessment will be made.
 - ***What behaviours?***
 - The chief officer and their line manager should agree on the behaviours and activities that are expected to deliver the role and their relevance to each of the twelve ACPO competencies.
 - The chief officer and their line manager must confirm that the individual has scope to demonstrate the expected behaviours.
 - The expectation will be different for AC, DAC and Cdr level roles - Behaviours associated with each level are provided as a reminder in the Annex to this document.
 - Being clear on what is required in order to meet expectations is essential if people are to be subsequently assessed on whether they have met, exceeded or not met criteria for each area.
 - It may be sufficient to agree on the behaviours at the objective-setting stage (April), and then populate the form with appropriate evidence to prove demonstration of behaviours prior to in-year and end-of-year reviews.
 - ***Where do you draw the line?***

Chief officers and reviewers must also agree on what constitutes a 'significant number' of competencies, since a 'significant number' must be achieved in order to be eligible for either a B or a C overall assessment rating.

Three main competency areas being assessed are:

- i. Leadership**
- ii. Working with Others**
- iii. Achieving Results**

There are a number of 'strands' or 'sub-competences', which give more definition to these 'high level' competences. For example, in leadership, a sub competency is strategic thinking.

The key behaviours that can be considered to evidence the competency are provided for each level in the Annex to follow.

1. LEADERSHIP

STRATEGIC PERSPECTIVE

AC	DAC	CDR
<ul style="list-style-type: none"> • Works towards a future vision based on strategic prospective • Links goals and actions to strategic business goals • Understands complex political perspective and links to police service • Takes opportunities as they arise to achieve longer term objectives • Develops ways of working that balances local and organisational needs 	<ul style="list-style-type: none"> • Looks at issues with a broad view to achieving the MPS goals • Understands outside expectations and influences on the organisation or unit • Identifies common goals, interests and views with other agencies • Creates a vision for the future and a strategy for how it can be achieved 	<ul style="list-style-type: none"> • Shares in decision-making process about Business Group strategy, implementation and resource allocation • Develops and provides policy on operational matters

OPENNESS TO CHANGE

AC	DAC	CDR
<ul style="list-style-type: none"> • [Specific examples unavailable at time of writing] 	<ul style="list-style-type: none"> • Recognises and responds to the need for change, and uses it to improve organisational performance • Identifies ways in which the organisation needs to change • Personally champions change and encourages and supports managers to make it happen 	<ul style="list-style-type: none"> • Restructuring and re-focusing operational support units, as necessary, in order to deliver performance

NEGOTIATING AND INFLUENCING

AC	DAC	CDR
<ul style="list-style-type: none"> • [Specific examples unavailable at time of writing] 	<ul style="list-style-type: none"> • Persuades and influences others using logic and reason • Sells the benefits of the position they are proposing, and negotiates to find solutions that everyone will accept • Develops sophisticated strategies for influencing others at all levels inside and outside the organisation • Negotiates satisfactory solutions on broad or complex issues with stakeholders 	<ul style="list-style-type: none"> • Developing operational response to events through influencing others

MAXIMISES POTENTIAL

AC	DAC	CDR
<ul style="list-style-type: none"> • [Specific examples unavailable at time of writing] 	<ul style="list-style-type: none"> • Actively encourages and supports the development of people 	<ul style="list-style-type: none"> • Mentoring, assessing and developing others

	<ul style="list-style-type: none"> • Motivates others to achieve the MPS goals • Puts systems and strategies in place that develop people at all levels of the organisation • Creates an environment where staff are motivated to achieve results 	
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2. WORKING WITH OTHERS

RESPECT FOR DIVERSITY

AC	DAC	CDR
<ul style="list-style-type: none"> • Actively promotes organisation's standards of behaviour and conduct • Shows respect for diverse opinions and circumstances, feelings of colleagues and public • Creates working partnerships inside and outside organisation with diverse range of stakeholders • Creates an appropriate environment for dealing with and discussing difficult issues • Does not force own opinions and beliefs on others 	<ul style="list-style-type: none"> • Considers and shows respect for the opinions, circumstances and feelings of colleagues and members of the public, no matter what their position, background, circumstances, status or appearance • Provides emotional and practical support to people who are dealing with difficult issues • Shows respect and understanding for them and their situation • Treats others with dignity and respect at all times, no matter what their background, status, circumstances or appearance 	<ul style="list-style-type: none"> •

TEAMWORKING

AC	DAC	CDR
<ul style="list-style-type: none"> • [Specific examples unavailable at time of writing] 	<ul style="list-style-type: none"> • Develops strong working relationship inside and outside the MPS to achieve common goals • Breaks down barriers between groups and involves others in discussions and decisions • Creates working partnerships inside and outside the organisation • Develops links with outside stakeholders to get different views • Develops strategies to help people work together to achieve organisational goals 	<ul style="list-style-type: none"> • Works with other Business Group and within own Business Group structure to complement efforts of MPS in achieving its aims •

COMMUNITY AND CUSTOMER FOCUS

AC	DAC	CDR
<ul style="list-style-type: none"> • [Specific examples unavailable at time of writing] 	<ul style="list-style-type: none"> • Focuses on the customer and provides a high quality service that is tailored to meet their individual needs • Understands the community that is served and shows an active commitment to policing a diverse society • Maintains a broad understanding of social trends and identifies what effect they will have on the organisation • Creates processes that make sure stakeholders' and customers' views and needs are clearly identified and responded to • Puts in place strategies for media and community relations 	<ul style="list-style-type: none"> •

EFFECTIVE COMMUNICATION

AC	DAC	CDR
<ul style="list-style-type: none"> • Makes sure that important messages are communicated and understood throughout organisation • Conveys difficult ideas in a way that aids understanding • Deals with issues effectively even when under extreme pressure. • Uses a variety of relevant methods/techniques to deliver messages. • Considers how different audiences will interpret information • Does not force own opinions and beliefs on others 	<ul style="list-style-type: none"> • Communicates effectively, both verbally and in writing • Uses listening and questioning techniques to make sure that they and others understand what is going on and can effectively transfer ideas and information • Explains complex issues, making them easy to understand • Makes sure that important messages are being communicated and understood around the organisation 	<ul style="list-style-type: none"> •

3. ACHIEVING RESULTS

PROBLEM SOLVING

AC	DAC	CDR
<ul style="list-style-type: none"> • Takes an intelligence-led approach to complex situations • Produces imaginative responses to complex problems • Tests widely for possible reactions to controversial decisions. 	<ul style="list-style-type: none"> • Gathers information from a range of sources • Analyses information to identify problems and issues and makes effective decisions • Applies a range of analytical techniques to understand complex information • Considers a range of options 	<ul style="list-style-type: none"> •

<ul style="list-style-type: none"> Analyses information to identify problems in the future Considers different opinions and thinks through 'what if' scenarios 	<ul style="list-style-type: none"> and their effects Makes strategic decisions by logically analysing all the relevant factors 	
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PLANNING AND ORGANISING

AC	DAC	CDR
<ul style="list-style-type: none"> [Specific examples unavailable at time of writing] 	<ul style="list-style-type: none"> Plans, organises and supervises activities to make sure resources are used efficiently and effectively to achieve organisational goals Develops structured plans across a range of activities that may be complex Monitors progress towards strategic objectives Makes sure all activity is in line with efficient and effective policing 	<ul style="list-style-type: none"> Leading operational planning and for major events

PERSONAL RESPONSIBILITY

AC	DAC	CDR
<ul style="list-style-type: none"> [Specific examples unavailable at time of writing] 	<ul style="list-style-type: none"> Takes personal responsibility for making things happen and achieving results Displays motivation, commitment, perseverance and conscientiousness. Acts with a high degree of integrity Readily accepts responsibility for self and others Takes responsibility for managing situations and problems Leads by example, showing a commitment and determination to exceed Continues to learn and develop 	<ul style="list-style-type: none">

RESILIENCE

AC	DAC	CDR
<ul style="list-style-type: none"> [Specific examples unavailable at time of writing] 	<ul style="list-style-type: none"> Shows resilience, even in difficult circumstances Prepared to make difficult decisions, and has confidence to see them through Shows reliability Remains calm and confident and responds logically and decisively in difficult situations 	<ul style="list-style-type: none"> [Specific examples unavailable at time of writing]