

# Closedown and Evaluation Report



**Cheshire**  
Fire & Rescue Service

**Department:** People and Development

**Project Number on CPS:** 1612

**Project Manager:** Peter Hayes

**Project Sponsor:** Neil McElroy

**Date of Report:** 25/07/23

**Version No:** 1

## Project title and brief description

A project to automate appraisals in PDR Pro which will capture development, objectives, promotion, wellbeing and CPD data with full reporting functionality providing real time data.

## Achievement of Project Outputs and Outcomes

### Project Outputs

Explain the outputs of the project (as described in the PID) and whether they have been achieved or not.

- A new fully functioning automated appraisal system within PDR Pro – **Yes this was achieved on time and within budget.**
- Communiques to the Service prior to go live – **Green, Intranet front page, briefing sessions, staff engagement day, SMG attendance were utilised to inform the Service of the change to the system.**
- Training on the system for staff and line managers – **Briefing sessions held and system and appraisal instructions provided on the system designed to help improve the quality of appraisal forms,**
- 1:1 discussions and feedback on the new system to help ensure it is developed appropriately – **a Pilot period allowed for incremental development of the system and allowed it to be geared appropriately to the various users groups.**
- Training guides and work instructions available on the Intranet – **completed and available in time for go live**

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<b>Project Outcomes</b>	<ul style="list-style-type: none"><li>▪ To have one system where staff and managers can complete appraisals with workflows that move the information requests seamlessly without the need for emails – <b>achieved</b></li> <li>▪ To have an appraisal process where individual development requests are acted upon and where individuals see the value in appraisals because they can see their appraisal requests being met – <b>to be measured as part of a benefit / Post implementation review (PIR)</b></li> <li>▪ The PDRpro system will support individuals to be able to capture aligned organisational and NFCC goals, 1:1 - Real time feedback regular feedback in the moment – rather than at a point in the year and meaningful regular conversations providing opportunities to discuss blockers, feedback and identify coachable moments – <b>achieved</b></li> <li>▪ This should help encourage regular contact with an individual’s line manager – <b>to be reviewed with the benefits</b></li> <li>▪ Improved data quality available either real-time or on a monthly/quarterly basis – <b>data is now available in real-time via the reporting functionality. Data quality will need to be reviewed as usage increases - a number of duplicates and errors have been picked up since go-live in April. Data will be monitored by the ‘people board’ moving forward.</b></li> <li>▪ Improved reporting functionality providing a Promotion / Talent mgt snapshot of individual career aspirations and wellbeing data enabling an analysis of areas of where support should be undertaken across the Service – <b>achieved. Reports are available to deliver this data, Quality of data is yet unknown but will be reviewed.</b></li> <li>▪ It should also remove wasted hours on admin trying to collate data, remove the issue of lack of visibility of the data, flag hard to identify top performers and improve completion rates. Additional benefits such as reduced admin on CPD collation should also be realised as a result of this project. – <b>the project has realised some instant benefits in not having to log appraisals, course lists have been prepared much more quickly etc. Further additional benefits will be reviewed as part of the PIR</b></li></ul>

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- Removal of the need for use of word documents and spreadsheets improving tracking and maintenance of appraisals – **achieved**
- Pre-population of objectives at job level for On Call Fire Fighters - **achieved**
- CPD section to only show for Operational staff / those eligible – **achieved, only shows when staff are competent**
- Lower ongoing costs of development for the system moving forward - benefits of having 32 fire services using PDR Pro is that updates will be provided at a reduced rate it benefits all services. Also updates are provided by PDR pro in line with emerging NFCC requirements – **to be reviewed when future development is requested. Other Fire Services have benefitted from the changes made to the system for CFRS. It is expected that further benefits will be reaped from development requests from other FRS**

### Benefits

<b>Project Benefits</b>	More users receive the training they have requested and if training is declined, then a clear trail and feedback is logged for reference.		Feedback from staff - via surveys Will be picked up as part of the PIR
	Time spent logging appraisals	It is estimated 75+ hours will be saved from logging annual appraisals 18+ hours logging closedown Additional time savings are also being sought -CPD logging 7 hours+ -reports updating HRpro Potential cost savings Scale 4 @ 18.70 per hour = £1870	Benefits have been realised as part of the initial project rollout
	Simplification of appraisal process for users, allowing for easier provision of feedback and		Will be reviewed as part of the PIR.

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	ongoing performance discussions with line managers.		
	Improved appraisal completion rates to above 80%	N/A	<p>A comparison of completion rates in previous Years will form part of the PIR process.</p> <p>For reference appraisal rates as captured in October 2023 were</p> <p>Pre appraisals: 92%          Appraisals: 75% (without on-call staff rates are 80%)</p> <p>It is worth noting that historically pockets of low completion rates have also seen improvements</p>
	Improved reporting functionality allowing access to real time data and a range of new data.	This will reduce the time required to compile reports and produce the associated analysis	This benefit was realised following initial rollout.
	Users will be able to write up their appraisals quicker using the module as they won't need to battle with the awkwardly formatted word document. Also, the online forms will be more streamlined to take out entering duplicate information again reducing the amount of time required to complete the process.		Feedback received shows that staff have already benefited from use of the system. This will also be reviewed as part of the PIR. A User survey will be conducted following completion of Year 1 process in April 2024.
	Pre-appraisals provide a more accurate view of how staff feel about their current positions		Initial feedback and analysis suggests that due to the increased completion rates the service will

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			benefit from a much richer data set. Will be reviewed further as part of the PIR.
<b><u>Performance against forecast time, cost and resources</u></b>			
Review of performance against forecast time, cost and resources	<p>Project completed under-budget – money saved from choosing the cheaper CPD option.</p> <p>System went live on time and users were able to commence pre-appraisals in April 2023.</p> <p>Briefing sessions continued throughout April and May and were well attended</p> <p>The project was delivered by staff on top of their day jobs – more support should be provided in future projects to better share the work load. Consideration should be given for future setup and build of PDR pro by PDR pro themselves.</p> <p>System administrator role may require further support with future implementations – imparting of knowledge to others to provide resilience for the service.</p>		
<b><u>Lessons Learned</u></b>			
<b>Review of what worked well and what</b>			

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<b>could have been done differently.</b>	<p>Pilot - whilst the Pilot provided some decent feedback and allowed for development specification and implementation of the majority of system changes. Due to the small sample size It failed to look at staff moves and all the other associated moves linked to that change. A larger pilot group would be beneficial in the future. All OPA was planned to be involved but only 30 people got involved.</p> <p>System build development/Reporting – all delivered on time. Specification was detailed enough to ensure very limited changes were required during implementation. PDR Pro were responsive to issues raised and accepted and implemented changes quickly.</p> <p>System roll-out/go-live – automated emails to users from PDR Pro caused some confusion as some users thought the appraisals had to be completed by the date mentioned on the emails. There is a need to prep users in advance when appraisals need to be completed by.</p> <p>Communication – very comprehensive. Presentation at staff engagement days and articles in Green and Intranet prepared users for the arrival of the new system and also provided comprehensive guidance. Briefing sessions/help clinics were held online to help provide early life support and briefings at SMG helped provide the station managers with the necessary information to brief their staff members.</p> <p>It was agreed that the Service doesn't need an overall rating in the appraisal system – updates can be added to the objectives report if required. A future requirement for this functionality has not yet been properly identified.</p> <p>Reporting has shown that some duplicate data is being displayed – need to review the reports and data from future updates or fixes.</p> <p>Workforce Pro will allow Green book staff to run the suite of reports – removing further burden from the admin teams workload.</p>
<b><u>Future requirements</u></b>	
<b>Progression into business as usual</b>	<p>The system is now live and is the system administrators are utilising the system capabilities. This is now firmly established as part of BAU activity.</p>

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<b>Post implementation review</b>	A post implementation review will be conducted in April 2024 to look at the benefits the system has provided following 12 months of use. A user survey will form a key part of the review as well as review of completion rates and general usage of the system.  A part of this process will be to look at system improvements to see what we can do to improve the appraisal process further.	
<b><u>Project Managers Commentary</u></b>		
No further commentary		
<b><u>Approval of Closedown and Evaluation Report</u></b>		
	<b>Name</b>	<b>Approval Date</b>
<b>Project Manager</b>	<b>Peter Hayes</b>	<b>02/10/23</b>
<b>Project Sponsor</b>	<b>Carmine Rabhani</b>	<b>03/10/23</b>
<b>Relevant Board / Committee</b>	<b>Performance and Programme Board</b>	<b>06/10/23</b>