

# Performance Development Review policy

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## **SECTION 1: GENERAL GUIDING PRINCIPLES**

### **POLICY STATEMENT**

Chesterfield Borough Council are committed to supporting every employee to reach their potential and achieve their learning and development goals, which in turn will assist the council to achieve its objectives. The overall aim of the performance development review (PDR) process is to maximise the effectiveness and potential of each member of staff so that the council successfully achieves its vision, priorities and values.

The PDR policy is an integral part of the council's performance management system. The review is a formal process centred on an annual meeting of each employee and their line manager to discuss their work, supplemented by regular reviews and supervision meetings. The purpose of the meeting is to provide a comprehensive review of progress and development for individuals and to set objectives for the following year. These should align individual employees' goals and objectives with the council's goals and objectives.

Overall the PDR policy should ensure that the council has a clear, consistent and fair approach to reviews which aims to:

- Maximise performance
- Reinforce the council's vision, priorities and values
- Acknowledge good performance
- Set objectives for the year ahead
- Encourage staff development

Completion of the documentation will record the employee's overall contribution to the council's priorities and values of Chesterfield Borough Council and will help employees benefit as much as possible from the PDR process.

This policy is issued by way of guidance on the councils policy and practice. It does not form part of an employee's contract of employment or otherwise have any contractual effect.

### **SCOPE**

The policy shall apply to all council employees, regardless of their status i.e. temporary, permanent or zero hours.

The policy does not apply to contractors, consultants or any self-employed individuals working for the council. Arrangements are in place for providing feedback on performance in respect of staff employed through agencies.

### **PRINCIPLES**

The PDR meeting is only a small part of a process which continues throughout the year during regular reviews (at least half yearly) and supervision meetings. Managers and employees should continually and regularly review progress against agreed goals, make adjustments where necessary and recognise achievements.

It is a manager's responsibility to support individuals in becoming the best they can be. Continual improvement of performance however is the personal responsibility of each individual. Although managers are there to guide and advise staff, the real drive to develop skills and raise performance at work must come from each and every individual.

PDR's should take place between the employee and their line manager on an annual basis between March and May.

Every year, each employee will take part in a meeting with their immediate manager to discuss aspects of their work performance. The objective of the meeting will be to review the previous year's achievements and to discuss any future training, development and career planning relevant to the individual and to the council.

Continuous and constructive dialogue throughout the year between the manager and the employee should inform the content of the meeting, therefore at the PDR meeting there should be no surprises, and the outcome of the discussion should be a clear plan for both participants in terms of taking action to ensure that the employee is enabled to achieve their full potential in the work that they carry out for the council.

Where employees have performed well this should be acknowledged straightaway. Likewise, where performance does fall below expectations this should be dealt with by the manager when it comes to their attention and not left until the next PDR meeting. In certain circumstances this could mean dealing with unsatisfactory work performance related to skill and/or aptitude through the capability policy to help and encourage staff to achieve and maintain the appropriate standards that the council expects of all its employees.

The PDR should focus upon SMART objectives so that the effort it demands from both employees and line managers can be directed towards specific outcomes.

The benefits of a PDR in terms of improved communication and enhanced performance, both for the individuals involved and for the council, will be achieved only by the continuous commitment of all those involved in the scheme.

## **SECTION 2: PROCEDURE**

The PDR should provide a platform for managers and their direct reports to review aspects of job performance on a regular basis so that each individual is provided with the means to perform their job to the best of their ability, and to make the best contribution possible towards the council's goals. The process should provide clear direction towards personal and the council's objectives, so that each individual is able to achieve their potential, gain maximum job satisfaction and contribute towards the council's success.

The PDR should also add value in identifying individual training, development and career needs. Discussions on such needs should focus upon genuinely assisting the employee in acquiring the relevant skills, knowledge and behaviours (competencies) for them to perform well in their current role. Opportunities for advancement or alternative work may also be discussed.

## **OBJECTIVES**

All council employees will have at least 4 generic objectives to ensure consistency of approach across the council. There are a set of objectives for managers/ team leaders and another set for employees who do not manage anyone. See appendix A for more detailed information.

All objectives set in the PDR process should be SMART:

- Specific – have a clear outcome
- Measurable – how can the objective be measured
- Achievable & Agreed – are they achievable by the employee and agreed by both parties
- Realistic – what results can be realistically achieved given the resources
- Time bound – specify when the results will be achieved

The objectives set should be the major goals for the employee for the year and should be supported by a list of steps needed to achieve those goals rather than a list of tasks. These should stretch the employee but be relevant to their experience and time in the role. The objectives should be a mixture of corporate, team and individual ones with a minimum of 4 and a maximum of 6 objectives set for each individual.

For new employee's, and for those who have been promoted to a different role which will require a new range of skills and attributes they will not have had a PDP or objectives previously set which is relevant to their new role. The objectives agreed for the probation period can be used in the PDR and can be used to rate performance against them.

All objectives should be rated using the following definitions:

- Not met – failed to meet the objective
- Partially met – partly met the objective but not fully
- Met in full – fully met the objective
- Exceeded – met the objective and exceeded expectations

## **VALUES AND COMPETENCIES**

The council's **vision**, **priorities** and **values** show how we will support our communities. The council's **vision** for Chesterfield is '*putting our communities first*'. We have 3 **priorities** to help us achieve our vision:

- *To make Chesterfield a thriving borough;*
- *To improve the quality of life for local people;*
- *To provide value for money services.*

The 4 **values**, underpinned by the competency framework demonstrate how we work are:

- **Customer focused:** delivering great customer service, meeting customer needs
- **Can do:** striving to make a difference by adopting a positive attitude
- **One council, one team:** proud of what we do, working together for the greater good
- **Honesty and respect:** embracing diversity and treating everyone fairly

The 4 values (linked to the competency framework) should be rated using the following definitions:

- Significant development needed - Fails to meet minimum performance expectations for the role.
- Development needed - Some room for improvement in order to demonstrate a consistent and competent level of performance
- Competent - Performs well, contributes and carries out role effectively. Valuable member of the team.
- Significant strength - Overall excellent performer who exceeds expectations.

Employees are asked to use the **STAR** acronym to structure a response around specific examples to quantify their success around values. The STAR acronym:

- **Situation** - set the context for the examples e.g. I was due to jointly deliver a presentation and my colleague had an accident on the way to the event so could not attend.
- **Task** – what was required of you e.g. It was my responsibility to find someone else to present with me so we didn't waste the opportunity and it didn't reflect badly on the Council.
- **Activity** - what exactly did you do e.g. I spoke to the event organiser and they agreed to let me present later in the day so I had more time. I contacted another colleague who was able to drop what she was doing and come to the event to deliver the presentation with me.
- **Result** - how well did it work out e.g. We explained the situation to the delegates and my colleagues presentation went well, As a result we made some good contacts which should benefit our team in the future.

### **PREPARING FOR A PDR AS AN EMPLOYEE**

- Ensure you are available for the date, time and venue set.
- Allow 2 hours in your diary for the PDR.
- Review your own performance over the past 12 months and make notes. It is your responsibility to fully prepare for the discussion, including collating any relevant evidence to share at the discussion to support your self-assessment. Your self-assessment should include how you would score your contribution in each of the areas.
- Review your objectives from the previous years' appraisal. If there are any mitigating circumstances that have inhibited you achieving your objectives, go to the meeting prepared to discuss them.
- Prepare examples relating to each of the values to show how you have demonstrated these.
- Remember this is a great opportunity to have an open and honest dialogue and should be seen as a positive experience.
- Don't be late and do not cancel unless **absolutely essential**.

### **PREPARING FOR A PDR AS A LINE MANAGER**

- A new manager must have completed the PDR training prior to conducting their first PDR.
- The employee must be given at least two weeks' notice of their PDR meeting.
- A mutually convenient time, day and venue should be set.
- Conduct the PDR in a quiet place where you will not be disturbed.
- Allow 2 hours in your diary for the PDR.
- The PDR is a review of an individual and should **never** be conducted in a team environment.
- When you send the employee being reviewed an invitation to their PDR remind them of the process on aspire learning and ensure you have their previous objectives to review.
- Ask the employee to consider and prepare for all sections of the PDR, including providing evidence and how they would score their contribution in each of the areas.
- If they have had a previous PDR, ensure you both have copies of this prior to the meeting to allow you to see some context.
- Remember this is a great opportunity to have an open and honest dialogue and should be seen as a constructive experience.
- If there are issues with performance they should have been raised at the time and addressed through the capability policy. Issues discussed during the PDR should never be a surprise to the employee. You should help and encourage staff to achieve and maintain

the appropriate standards that the council expects of all its employees across the entire year not just at the PDR meeting.

- Do not be late for the meeting.
- Ensure your colleagues and your line managers know you are not to be disturbed and do not cancel the meeting unless it is **absolutely essential**.

## **THE STRUCTURE OF THE PDR**

- Open the review with a friendly chat to set the climate and relax the person.
- Explain the purpose and scope of the PDR.
- Ensure it is a 2 way conversation throughout the review.
- There are 4 sections to the PDR:
  - Section 1: Review of performance
  - Section 2: Values and behaviours
  - Section 3: Career Development
  - Section 4: Summary

### **Section 1: Review of performance ('what' has been achieved)**

- Record all learning and development opportunities during the past 12 months.
- Identify whether the individual has achieved the SMART objectives you both agreed the previous year.
- Identify areas of success where those objectives have been met/ exceeded and those that have been partially/not met. Where an objective has not been met due to external factors list all the evidence of mitigation provided by the employee.
- Assess performance for each objective, rate and add any overall comments.

### **Section 2: Values, behaviours and competencies ('How' the performance has been achieved)**

- Within each of the 4 categories identify whether the individual has demonstrated the values and behaviours.
- Identify specific comments to support the achievements or areas for development.
- Assess overall performance for each value and behaviour, rate and add any overall comments. Note that the rating is not solely based on the examples provided by the employee – it is an overall review of performance across the year.

### **Section 3: Career Development**

- Discuss what the individual's career aspirations are; this is not only in order to make reference to their desire to improve or progress but could be a wish to diversify their skills, or develop themselves in a different arena whilst retaining the same status.
- Objectives for the year ahead should be jointly discussed and agreed using the principles above.
- Identify the individual's learning and development needs for the forthcoming 12 months.
- Any learning and development opportunities should focus on the competence and skills identified in the person specification for the post the employee occupies.
- All learning and development undertaken should be relevant to the needs of the employee/ team/ council.

### **Section 4: Summary (the 'what' and 'how')**

- Employee to review, comment and approve.
- Line manager to review, comment and approve.

- The line manager should submit the completed PDR to their line manager, within 2 weeks of the meeting, for countersignatory comments.
- Any further comments can be added in this section which have not been already covered.

In the summary section the manager should give the employee a rating based on their overall performance during the year taking into account the ratings achieved for objectives and values, using the following definitions:

- Below expectations – consistently low in performance of the role. Regularly fails to meet objectives set and behaviour falls short of standards expected. Major improvement is required. (Employees who fall into this category may be those who have strengths in one or two areas but are underperforming in the majority of their role, or the most significant parts of their role. It is likely that they have ‘not met’ the majority of their objectives and have been rated as 1-2 on the majority of the values. It is likely that employees in this category would be on a performance improvement plan under the formal capability process, and the PDR meeting should not be the first time the shortfalls in performance have been discussed)
- Marginally below expectations - inconsistent in the performance of the role. Occasionally fails to meet required standards and acceptable levels. Improvement is required. (Employees in this category are likely to be those who have met the majority of their objectives and rated 2-3 on the values. Whilst this marking wouldn’t invoke formal capability action, an informal performance improvement plan may be necessary to support the employee and remediate performance.)
- Fully meets expectations – consistent and satisfactory level of performance which is consistently maintained. Regularly achieves desired expectations. (Employees in this category are the backbone of the organisation and it is likely that they have met all objectives in full and achieved a 3 on all values)
- Significantly exceeds expectations – a consistently high level of achievement of objectives supported by significant strength demonstrated in the majority of values (Employees in this category will have exceeded most of their objectives and demonstrated exemplary behaviour, acting as a role model for the organisation. Values will have been demonstrated to a high level)

## **MID YEAR REVIEW**

A mid-year review should be carried out for each employee and is an opportunity to review progress against objectives and learning agreed in the Performance Development Plan. (PDP)

## **COMPLETED PDR's**

The PDR form should be completed within two weeks of the PDR meeting and must be kept absolutely confidential. The PDP will be used to identify learning needs and a training plan for the forthcoming year. The completed PDR form is a working document and as such be continually referred to and reviewed throughout the PDR year.

## **SUPERVISION**

The day-to-day supervision of employees by their immediate manager represents the essence of performance management; the formal PDR process merely builds on what should be an everyday practice. Managers should attempt to resolve performance shortcomings through day-to-day management practices. It is important that they do not "save up" issues until the next meeting under the formal procedure.

Regular supervision meetings should be held between the employee and the line manager throughout the year. The frequency should be every 4 to 6 weeks as a minimum with a structured discussion to include:

- An active interest in the performance of individuals and teams;
- Feedback on exemplary performance at the time that it occurs, thereby reinforcing it;
- Feedback on instances of unsatisfactory performance by explaining the problem, listening to the individual's side of the story, and explaining what improved performance should look like and how it can be achieved; and
- Remedial action to improve specific instances of unsatisfactory performance is arranged - where, for example, formal training is involved, the issue may need to be discussed again as part of the formal PDR process.

### **LONG TERM ABSENCES**

If employees are absent during a PDR year, objectives and timescales should be reviewed to accommodate the absence where possible. Absences due to a disability or maternity should not affect the overall outcome of the PDR.

### **MULTIPLE POST HOLDERS**

Employees who have more than one post may receive more than one PDR meeting where they report to more than one manager. Where it is reasonable the narrative on an employee's performance from all managers should be combined into one PDR to be submitted. Where this is not reasonable, for example the posts differ greatly, the main post held will be the PDR which should be completed as a minimum. Any additional PDR's should be completed and submitted to HR.

The main post the employee holds will be the PDR which should be completed by the employee and line manager as a minimum.

### **SECONDMENTS**

Where an employee is on a secondment the managers of both the substantive and secondment position should meet and take joint responsibility to agree the overall outcome of the review period, and take any actions required; this is particularly important where the employee has occupied both posts during the PDR period.

### **CAPABILITY**

It is important that managers deal with unsatisfactory performance quickly and effectively, as any inaction may be seen as condoning the poor performance. The longer the issue persists then the harder it may be to resolve. On-going feedback should be provided to employees through regular supervision meetings and the capability policy invoked if poor performance continues.

### **REQUEST FOR REVIEW**

Any employee who feels that their PDR was unsatisfactory or unfair to them, may ask that their line manager's manager review the PDR with them and the line manager.

### **ADDITIONAL SUPPORT**

Any one requiring additional support during the PDR process should contact HR.

**GENERIC OBJECTIVES**

As part of the commitment to the workforce development and in response to concerns expressed in employee surveys, it has been agreed that all managers/ team leaders will have corporate objectives set for 2018/19 to ensure consistency of approach to management across the council.

The objective headings at **Appendix B** are mandatory for all managers/team leaders however the SMART objectives need to be tailored to individual's specific roles.

For example, the **Health and Safety** objectives for a manager/team leader in commercial services is likely to focus on ensuring the safety of all operatives, training on machinery and risk assessments, whereas the same objective for a manager with office based staff would focus on DSE risk assessments and office related matters. As a minimum the objective should encompass the relevant topics from the following list (this is not an exhaustive list):

- Risk assessments are up to date and employees are aware of them
- Stress risk assessments are carried out annually and acted upon; individual stress risk assessments are undertaken as necessary; management are proactive in resolving issues to prevent stress
- Staff training is up to date on health and safety matters
- Accident/incident reporting is undertaken as per policy
- Work related causes of ill-health are addressed and accidents are prevented as far as possible; equipment provided for reasonable adjustments in a timely fashion; number of days lost through work-related absence reduced

For the **budget & risk** objective the following areas may be appropriate:

- Delivery of service within budget and targets set for increased income or increased efficiencies or % reduction in overtime/agency costs
- Ensure all staff undertake mandatory training in specified areas e.g. safeguarding, health and safety, data protection and information security
- Ensure staff are aware of and adhere to principles of data security, taking action to address breaches of security
- Engender a culture of continuous improvement and encourage staff to produce efficiencies and improved ways of working by discussing at team meetings

For **performance** objective this would cover areas where there are already targets or standards set, or some may be developed to focus performance such as:

- Customer service targets
- Numbers of planning applications received and processed on time
- Numbers of visitors to Chesterfield/ increase value of visitor economy
- Sustain occupancy levels of town centre outlets
- Maintain or achieve green flag status
- Increase sales by x% in theatres/leisure centres/ commercial services
- Satisfaction with parks and open spaces

As far as possible, specific individual targets must be set to ensure the individual has a performance focus.

For the **Management** objective this must include the items listed in the table below including PDR's, team Meetings, action to address employee survey results and absence management.

For the **service specific** objectives these must be linked to the service and cover anything not listed in the objectives described above. E.g. procure new vehicle fleet by March 2018 abiding by council procurement policies delivering x% efficiency on previous contract; increase sales of gym membership by x% by March 2019 etc.

If you have any issues in setting objectives or need training or guidance please contact HR for support and advice.

It is intended that **all** employees will have standard SMART objectives that follow from management objectives see **Appendix C**. Therefore all staff will have objectives which should stretch them relating to:

- **Health and Safety/ compliance**- this would include their responsibility for their own and others; use of equipment; following correct procedures etc.
- **Continuous improvement** – applying LEAN principles and ensuring efficiencies (financial or service improvements) are continually explored
- **KPI's/Performance** – meeting service related standards and KPI's
- **Development** – making sure they address their development needs to ensure they are able to continue to develop in their role e.g. apprenticeships; IT training; mandatory and other aspire learning courses
- **Service specific** – anything specific to the service and not covered above.

**Manager/Team Leader/Supervisor objectives**

Objective	Measures to achieve objective
<p>Health &amp; Safety:-</p> <ul style="list-style-type: none"> <li>• Provide and maintain a safe working environment for all employees, contractors and workers within your team abiding by the Corporate Health &amp; Safety Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all staff have been trained to the appropriate level for their role and 100% attend refresher training as required</li> <li>• Ensure all staff are aware of accident reporting procedures and that all accidents are investigated as per the policy within agreed timescales and reported on SHE system within 7 working days</li> <li>• Ensure that suitable and sufficient risk assessments are in place, communicated to staff and are reviewed on a regular basis and always after a reported accident/incident</li> <li>• Tackle causes of injuries and ill-health across your service demonstrating where specific actions have been taken</li> <li>• Take action to reduce the number of days lost due to accidents/incidents within your service area by 10% year on year</li> <li>• Ensure that annual stress risk assessments undertaken and actions plans developed to prevent incidents of stress</li> </ul>
<p>Budget &amp; Risk:-</p> <ul style="list-style-type: none"> <li>• Contribute to balanced budget taking action to deliver services within budget allocation spending wisely</li> <li>• Take a balanced approach to risk management</li> <li>• Encourage a culture of continuous improvement</li> <li>• Increase revenue (where appropriate)</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver services within budget seeking opportunities to maximise income and producing efficiencies where possible. Reduce overtime spend (where appropriate) by x%.</li> <li>• Develop a service risk register and report against risks on a monthly basis</li> <li>• Ensure Data Protection principles applied throughout team and security matters discussed on a regular basis taking action to remedy risks identified.</li> <li>• Discuss continuous improvement at team meetings, supporting employees to deliver on identified efficiencies</li> </ul>

<p>Performance:-</p> <ul style="list-style-type: none"> <li>• Drive up team and individual performance in your service by setting stretching individual targets and objectives, recognising and rewarding high performance</li> </ul>	<ul style="list-style-type: none"> <li>• Engage all staff annually in the business planning process taking into account the team views on deliverables.</li> <li>• Achieve all service performance targets and contribute to overall council plan objectives</li> </ul>
<p>Management (absence, team meetings, EPD's)</p>	<ul style="list-style-type: none"> <li>• Ensure managing attendance policy followed and warnings administered where appropriate. Ensure all return to work meetings undertaken with 48hours of employee return to work and referrals to OH made where necessary.</li> <li>• Promote culture of attendance at work by ensuring attendance standards communicated to staff, proactive and supportive management of absence and reasonable adjustments provided where appropriate</li> <li>• PDR's completed on time with learning needs identified, apprentice/upskilling opportunities maximised and quality performance discussion held, taking action as per capability policy to address shortfalls in performance</li> <li>• Increase employee engagement scores by developing employee survey action plan and taking relevant action to improve results</li> <li>• Hold regular team meetings to communicate core brief and/or key messages from CMT/SLT.</li> </ul>
<p>Service specific – tourism</p> <ul style="list-style-type: none"> <li>• Provide a comprehensive and high quality information service on Chesterfield and the surrounding area to both residents and visitors, in person, by telephone and by electronic means.</li> <li>• Sell services and tickets for Chesterfield Theatres.</li> <li>• Encourage people to visit Chesterfield, stay longer in the area, make the most of their visit and contribute to the town's economy.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve 95% customer satisfaction levels</li> <li>• Achieve 75% calls answered on the VIC booking line</li> <li>• Achieve 60% net promoter score for the Pomegranate Theatre and to achieve 45% net promoter score for the Winding Wheel.</li> <li>• Achieve 75% calls answered on the Pomegranate booking line</li> <li>• Increase the value of the visitor economy by at least 5%, bringing in an additional £7m per annum</li> </ul>

Employee objectives

Heading	SMART objective
<p><b>Health and Safety/compliance:</b>  <i>e.g. follow relevant risk assessments; ensure workstation appropriately set up; notify manager of health and safety risks if identified; adhere to data protection laws</i></p>	<p>To be involved in the preparation of risk assessments for events and to follow these during event delivery.</p> <p>To follow risk assessments for working the Visitor Information Centre and Museum, raising issues identified with management            To take responsibility for own and others health and safety, raising any risks identified with management to prevent accidents.</p> <p>Adhere to data protection rules.</p>
<p><b>Continuous improvement:</b>  <i>e.g. Manage time efficiently; continually identify efficiencies in ways of working; manage budgets appropriately (even if relates to stationery budget)</i></p>	<p>To identify improvements to events and promotional material -minimum of 5 per year.            To review working practices on a constant basis making recommendations to managers for improvement.</p>
<p><b>KPI/Performance:</b>  <i>e.g. meet customer service standards; improve number of visitors; sell more tickets/goods;</i></p>	<p>To increase the value of the visitor economy by at least 5% year on year bringing in an additional £7m per annum.</p> <p>To achieve 455,000 visits to the Chesterfield Tourism website.</p> <p>To set a baseline for visits to the Museum pages on the Chesterfield Borough Council website.</p> <p>To deliver a minimum of 5 major events in Chesterfield per year.</p> <p>To deliver a minimum of 45 events at Chesterfield Museum, Revolution House etc.</p>

<p><b>Development:</b>  e.g. <i>attend all mandatory training; identify and engage with opportunities for development within service area (IT skills; commercial skills)</i></p>	<p>Complete all mandatory training in required timescales.</p> <p>Attend all relevant free museum courses provided by MDEM.</p> <p>Attend IOSH Level 4 for Exhibitions and Events if a course is available and affordable.</p> <p>Attend ILM Level 3</p>
<p><b>Service specific:</b></p>	<p>To raise the profile of Chesterfield as a visitor and shopping destination with the aim of increasing footfall and supporting the local economy by x%</p> <p>To build and develop the new Chesterfield tourism website by 1<sup>st</sup> March 2019</p> <p>To maintain records on all tourism and museum websites using various content management systems, on a monthly basis.</p> <p>To increase the use of social media as a platform to raise Chesterfield's profile by 10% per year as measured by site traffic statistics.</p>