

Frequently asked questions

These are provided for guidance or quick reference guide only, so always refer to the policy

1. General

1.1 Do I have to participate in a PDPR?

Yes. Your PDPR discussion allows you and your manager to discuss your work performance, achievements, and development progression over the last 12 months, including any interim discussions you have had. It allows you to review your performance against your objectives set in the previous year, and to discuss your contribution to the team performance.

In addition, it is important that you take part in an annual PDPR to ensure that you:

- are working in accordance with our values and behaviours
- are aware of and understand our strategy
- understand your directorate's strategy
- meet the requirements of NHS T&C's for pay progression

and that your:

- manager can set direction for you and your colleagues
- manager can set your objectives in line with their own

You and your manager will also be able to discuss any barriers you have encountered as well as your general wellbeing at work and your career ambition.

A PDPR is not for introducing any possible negative aspects of your performance, and if you do, the PDPR should not be the first time you have heard this from your manager.

If you are a doctor you must have an annual appraisal in accordance with the Appraisal and Revalidation Policy.

1.2 What do I do if I am not given the opportunity to have a PDPR?

You should speak to your manager or reviewer and advise them that this is a requirement and propose a date when you could meet. Should you encounter difficulty with this going ahead, contact [HR Direct](#) for further advice.

1.3 When should the PDPR take place?

When you join the organisation, you will be provided with a Personal Development Plan (PDP) and an interim PDP discussion following your successful completion of your probation period. Subsequent PDPR's will take place on or around the anniversary of you joining the organisation.

Each year, the organisation and each directorate set objectives, which your manager will share with you and use to help you to develop your objectives. These will be aligned with those of the organisation, directorate, department, team etc.

However, this is not always in line with the timing of your own PDPR (as this is based on your anniversary of you joining). Therefore, your PDPR may take place in line with business cycle planning or planning and objectives will be shared in the form of an interim or updated PDPR discussion with your manager.

NB. Interim PDPR discussions DO NOT need to be recorded

1.4 What happens if my PDPR takes place outside of my pay step date?

The PDPR cycle is annual, based on the anniversary of starting your job role and is not necessarily in line with your pay step date. When a pay step progression point is reached there will be a separate pay progression discussion to check that you meet the NHS requirements for pay progression, which includes having a PDPR in the last 12 months.

Department managers will also need to ensure that their direct reports have received a PDPR.

If you do not have a current PDPR at the point of your pay step date, you and your managers pay progression will be delayed until this is held and reported. We recommend that you pre-plan your annual PDPR every year.

1.5 Will I be given time to prepare for my PDPR?

Yes. Time within working hours will be allocated to prepare for this, including any informal interim reviews. Speak to your manager and agree reasonable time beforehand. Review and consider the PDPR prompt document to support you in your preparation.

1.6 Where can I find PDPR paperwork?

On People First go to ['PDPR'](#).

1.7 How do I record a completed PDPR?

All completed PDPRs must be reported through the [PDPR Reporting Tool](#)

1.8 What happens if I am not happy with the content, outcome, or standard of my PDPR?

If you unable to reasonably agree with the content of your PDPR, you should firstly speak to your manager. If this is not possible, you and your manager should note both of your comments on the same PDPR form. Detailing both of your versions in one central document that becomes your final PDPR for the year.

You can also request the help of the manager's manager, ('Grandparent')

Should a PDPR not take place or if you think that the process has not been conducted in a fair and proper manner, in the first instance you should discuss this with the person who conducted your PDPR.

If you are still concerned you have the right to refer your PDPR to a more senior colleague usually the manager's manager, (grandparent) to support achieving a mutually agreed PDPR. should this not resolve any differences or concerns, with your PDPR you can request a formal meeting with your manager and the person who acted as grandparent. Although representation is not required for the PDPR, where we are seeking to resolve concerns, you may wish to seek the help of or the representation of a Trade Union Representative of a Trade Union you belong to, not acting in a legal capacity, or to be accompanied by an NHSBT colleague.

This process must be exhausted, prior to raising a formal grievance. Prior to raising a grievance, it is important to discuss your concerns with a member of HR via HR Direct, or with your Trade Union Representative.

1.9 What is a 'grandparent' and what is their potential role in the PDPR process?

A 'grandparent' is someone who can provide help and support to a colleague or a manager who may have concerns about the PDPR process or content. This will normally be the managers' manager.

The role of the Grandparent is to:

- To have a full visibility of the PDPR
- Provide a fair and impartial review to help resolve concerns a colleague may have
- Set disputes in a timely manner with minimum formality
- Assist in putting in place a mutually agreed set of actions to resolve and concerns
- Ensure that the final decision by itself is upheld by to all involved to avoid the need to pursue a formal grievance

1.10 Who should complete my PDPR?

Your manager will complete your PDPR.

If you are currently on secondment or have additional responsibilities, the person who you currently report to will be required to conduct it with you.

If you are in a split role or have multiple roles, you will have a PDPR with both managers to set your objectives and development plan for both roles. It is a joint responsibility between you and your manager(s) to ensure your annual PDPR is held.

The reviewer must have completed the minimum formal training required – Equality and Diversity and Appraisal Skills.

For those roles that fall under the remit of professional bodies such as the NMC, HCPC or GMC you may also be required to follow the guidelines of your professional body. Who and how you involve the support of an appropriate fellow registrant should be discussed and agreed with your Manager(s) when and if applicable.

1.11 What if my reviewer has not achieved the minimum required training?

A replacement reviewer will need to be found. This could be the manager's manager.

1.12 What happens if my manager and I cannot agree on the PDPR and/or the objectives for the next year?

Initially you should try to talk it through and find agreement. If this is not possible you can access the 'grandparent', (normally the manager's manager), for a conversation which may very well result in an agreed PDPR and/or agreed objectives, if not, the grievance process may be followed.

1.13 Who should do the PDPR?

Performing PDPRs should be specified in the job description. All department managers and team/duty managers will have doing PDPRs in their job descriptions. In general supervisors should NOT be doing PDPRs unless allocated in their Job Description

1.14 Who is counted as a senior leader, line/department manager, team/duty manager or supervisor?

This is determined by a Job Evaluation score for each role as contained within NHS Terms and Conditions.

As a guide:

- Senior Leaders are managers of managers and score Level 4 and above for Human Resources

- Line/department managers make the key decisions in their departments and they will be responsible for the PDPR system in the department, as well as other HR activities and are evaluated to HR Level 4.
- Team/duty managers conduct PDPRs, as well as other HR activities, and are evaluated to HR Level 3
- Supervisors allocate and check work and are evaluated at HR Level 2.

1.15 Who should complete the PDPR records?

You should complete your PDPR form and provide this to your manager for agreement afterwards. Your manager will report your PDPR through the PDPR Reporting Tool. A PDPR form template is available on People First that you can use to support your discussion.

1.16 Can a manager deliver PDPR's to a team or group of colleagues?

No, PDPR's are a one-to-one activity.

1.17 If I am a new starter, when will I receive a PDPR?

As a new starter, you will receive your Personal Development Plan (PDP) prior to joining or within the first week of joining. Once shared, your manager must report through the PDPR Reporting Tool, that you have received this.

The content will focus on your development priorities in month 1-6 and will form the basis for your Probation reviews.

After successful completion of your probation period, normally at 6 months, your PDP will be updated and reviewed on a regular basis. This will then form the basis for your first PDPR discussion on or around the anniversary of you joining us.

2. NHSBT Values

2.1 How do I demonstrate the NHSBT Values whilst delivering my role?

Colleagues demonstrate the NHSBT Values through the way they deliver their role. Behaviours demonstrate the expected values and code of conduct required for us to deliver our ambition. Performance success is both about **what** you do (applying your technical knowledge, skills, and ability) and **how** you do it (the consistent values and behaviours you demonstrate and choose to use) while interacting with others at work. Competencies provide an opportunity to see what it takes to get the most from our roles or review our careers.

3. Pay progression

Pay step progression is a separate process to the PDPR, however, completing your annual PDPR is one part of meeting the requirements for pay step progression.

3.1 If pay step submissions only take place every two, three or five years, can I participate in a PDPR only when a pay step is due?

No, everyone must participate in an annual PDPR regardless of the year a pay step falls.

3.2 What is meant by meeting organisational standards?

To meet organisational standards, you would need to have met the following:

- Meeting all the Pay Progression elements contained within [Annexe 23 of NHS Terms and Conditions](#).
 - ✓ Demonstrate 100% Mandatory Training compliance
 - ✓ Demonstrate PDPR compliance
 - ✓ No live disciplinary sanction on record
 - ✓ not in a formal capability process
 - ✓ manager to have completed PDPRs for their direct reports

3.3 Does my PDPR date have to be aligned to the pay step progression process?

No, to meet the pay step progression requirement you must have had a PDPR, and the outcomes meet NHSBT's standards, within the last 12 months.

3.4 Where can I find full details of pay progression

Pay Progression elements contained within [Annexe 23 of NHS Terms and Conditions](#).

3.5 As a manager what is expected of me?

As a manager you are expected to role model best practice and demonstrate you are a strong Leader this includes delivering a high-quality PDPR for all colleagues through a one-to-one conversation that discusses the previous year's performance and the year ahead. The review should recognise what the individual has delivered and plan what they will deliver. It is also important to discuss how they performed their role in the past 12 months and both of your expectations in the future. In addition, your conversation should include the support and development necessary for them to be successful, together with any obstacles they might face and how these can be overcome.

This is a commitment that we take extremely seriously and has been embedded in the performance expectations of all our leaders.

3.6 Who will see my PDPR?

This document will remain confidential between you and your manager/reviewer. In addition, you should not share the contents of your PDPR with others, without having a discussion with your manager/reviewer first.

However, there may be times when information may be shared with others such as:

- If your manager/reviewer changes (in existing role)
- If you move roles or departments
- As part of a Capability process
- As part of the 'grandparenting' process

3.7 Will my pay be affected depending on my PDPR?

No. The content of the PDPR is not related to pay progression.

3.8 Will the PDPR be reviewed during the year?

A manager and colleague can revisit the content of a PDPR at any time. It is good practice to review objectives and performance on a regular basis, and to have an interim PDPR in the 6 months following the annual PDPR.

3.9 How does the PDPR impact my pay progression.

When your pay progression step is due your manager will review the criteria set out in NHS Terms and Conditions (Pay Progression). Part of the criteria is to have completed a PDPR. As long as your PDPR is current at the time of your pay step, this part of the criteria will be considered to have been met.

3.10 Who can have pay progression deferred if their direct reports have not had their PDPRs?

This provision only applies to line/department managers and senior leaders. It does NOT apply to team/duty managers or supervisors.

4. Learning and Development

4.1 How do I access training and development?

Your manager will be able to inform you of the training and development requirements and opportunities available to you in your job role. It is your personal responsibility to familiarise yourself with our organisations learning and development policies and opportunities. Visit [People first](#) for further information on mandatory and statutory training for your role and other developmental opportunities that you can access. We would encourage you to consider [70:20:10 learning approach](#) when considering your learning.

4.2 As a manager, what support is there to undertake a PDPR effectively?

To undertake a PDPR effectively, we would encourage a coaching approach with your employee leading the conversation and you providing constructive feedback with no surprises. There is an online [performance management toolkit](#) available on People First to support with this, in addition to various [leadership and management](#) courses. Delivering high quality PDPR's is a key indicator at Level 1 of the Leadership Ladder and is central to you successfully completing your own PDPR.

5. Stage of Development

5.1 Will I receive a Stage of Development rating?

Your manager will only use the NHSBT development stages rating approach if you are a *Band 8a/above*.

5.2 Will this rating be used in assessing my progress towards my next pay progression step?

No, the rating model used by NHSBT is to assist you develop as a leader.

5.3 What are the definitions of each of the development stages?

The definitions of the three development stages are:

- **Developing** - This rating should be used if you are a new employee or new into post OR for those who are working towards/demonstrating the majority of the 'developing' competencies. There may also be a minority number of consolidating and/or excelling competencies being demonstrated.
- **Consolidating** - This rating should be used if you are demonstrating the majority (i.e. 50% or more) of the 'consolidating' behaviours. There may also be a minority number of excelling competencies being demonstrated. Note: The 'Consolidating' rating is the expected standard for everyone and therefore most of you will fall within this development stage.
- **Excelling** - This rating should be used if you are demonstrating ALL the 'excelling' competencies. Note: The 'Excelling' rating is for those who consistently demonstrate knowledge, skills, and behaviours above and beyond the expectation of their role and therefore only a few 'high potential' employees will fall within this development stage.

6. Policy Approval and Review

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7. FAQ's Section Details

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