

Employee Policy Organisation & Workforce Development

1. Policy Statement

Our policy provides a consistent, equitable approach to our Personal Development and Performance Review (PDPR) as part of our performance management process. Performance management is the process of creating a work environment in which you are enabled to perform to the best of your abilities and is vital for the on-going success of any organisation. It includes creating a shared vision of our values, purpose and aims and ensures that you understand your own contribution. Our commitment to inclusion across race, gender, age, religion, identity, and experience drives us forward every day.

The PDPR is a vital part of the annual process of assessing and identifying our objectives and development requirements for the coming year to ensure everyone has the appropriate knowledge and skills to carry out their job role. We are fully committed to ensuring that ALL our employees are supported and encouraged to achieve their best. Therefore, PDPR discussions will recognise both the work you have done and the behaviours you have displayed in doing so. Subsequently, agreed objectives will support our strategic plans, values and behaviours. Your PDPR should not replace normal regular dialogue between you and your manager, regular supervision, or good day-to-day management practice.

This policy is in accordance with the Pay Progression elements contained within [Annexe 23 of NHS Terms and Conditions](#). Note that these may vary for devolved administrations.

N.B Doctors must have an annual appraisal in accordance with the Medical Appraisal and Revalidation Policy.

2. The Process

Your PDPR must be completed at least once a year. Interim, PDPR discussions, normally at six months should be held to check your progress and agree any additional support towards your objectives and your agreed Personal Development Plan (PDP). Any interim PDPR discussions **do not** need to be recorded, however your annual PDPR must be recorded through the PDPR Reporting Tool.

To undertake PDPRs all reviewers MUST meet the required standards of formal training. As a minimum this constitutes Equality and Diversity training and Appraisal Skills

You and your Manager will need to prepare for the meeting by considering the questions within the PDPR prompt document and gathering appropriate examples of your competence and achievement of objectives throughout the year. You will receive reasonable notice from your manager (a minimum of a week is considered to be reasonable) of your PDPR date to allow you both to prepare and consider:

- Your work over the previous year including *what* and *how* your work was achieved, what went well, and what could have been done even better
- Your completion against your previous years' work objectives e.g. work tasks, activities, key performance indicators
- Your completion against your previous years' personal objectives e.g. training, leadership, values-based objectives

- Your demonstration of our values and behaviours
- Your demonstration of achievement towards the appropriate level of the Leadership Ladder for people managers (up to and including level 2) and senior leaders (up to and including level 3)
- Self-assessment against the core behaviours relating to your role.
- Self-assessment against your technical and/or professional competency framework (where applicable)
- You have satisfactorily met organisational standards, which means meeting all of the points above in addition to being compliant with any mandatory and essential training for your role, achieved technical/professional competency standards for role and not on a formal stage of the disciplinary and/or capability policies. If you are a people manager or line manager (not supervisors or team/duty managers), this will also include your demonstration that your direct reports PDPR's and mandatory training are compliant.
- Your strengths and any development areas
- Your future work and personal objectives in support of our overall core purpose and ambition
- Your career aspirations and consideration of any support or development to assist you with this

It is important that your PDPR is a two-way conversation between you and your reviewer (normally your manager). Your reviewer must have completed their Dignity at Work training. Managing performance resources are also available on People First for additional support in holding PDPR discussions.

The PDPR should be agreed between both parties and will contribute to your departmental/directorate strategic objectives. PDPR [templates](#) are available for use that we encourage you to use. You should write up your own PDPR form and send this onto your manager to agree.

If there is any disagreement on the discussion content of your PDPR, you are required to discuss this with your manager to agree to some suitable wording that you are both happy with. Where agreement is not reached, both you and your manager are able to write your comments on the PDPR and one version, with both comments will be kept as a final record. To aid you in coming to an agreement you may find it beneficial to involve a more senior colleague who can perform a grandparenting role to support achieving a mutually agreed PDPR. The role of Grandparent is to:

- 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

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.

Agreement must be reached on any objectives and actions, the above referred to content around the discussions held. You will take personal responsibility for ensuring your own objectives and personal development plan are met within the coming year, making your manager aware of any factors that could impact on this as soon as they are known, including requesting support as and when needed so this can be considered in good time.

Although you will retain your own PDPR records locally, your manager must centrally record the date that your annual PDPR takes place through the PDPR Reporting Tool.

New starters

For new starters this will comprise of an initial PDP, a review at 6 months which should be recorded (successful completion of your probation period), followed by an annual PDPR within 12 months of your start date. The initial PDP must also be reported as above through the PDPR Reporting Tool by your manager.

NHSBT Values

All colleagues are encouraged to use the most up to date values and behaviours relating to their job role during their PDPR to help establish their development needs. . Colleagues should agree with their manager which is most appropriate to the current role they are performing. This will support you to identify and understand where you are in relation to the competencies, in context of your current role and what you may need to achieve if you wish to be considered for a different or higher banded role in the future.

Supervisors, team managers, department/line managers and senior leaders should achieve their level of the Leadership Ladder that is appropriate for their job role or what they aspire to be. We would encourage all colleagues in these roles to review and self-assess themselves against level 1 of the Leadership Ladder.

Pay progression

When your pay step is due for review, you will have a conversation with your manager, to ensure that you meet the criteria for this. This is a separate process to your PDPR, however to progress to the next pay step, when due, you must have had a completed a PDPR within the last 12 months and have demonstrated outcomes in line with NHSBT standards.

Therefore, keep your completed PDPR form available to support this process.

If you are a department manager you will additionally need to demonstrate that PDPR's have been completed for all your direct reports, for YOU to progress to the next pay step.

Quality

Providing a high-quality opportunity for all colleagues to have a one to one conversation with their manager to discuss the previous year's performance and the year ahead is a commitment that we take extremely seriously. It is a commitment that has been embedded in the performance expectations of all our leaders. All managers carrying out a review should have demonstrated to their Line Manager that they are competent to perform a PDPR by completing level 1 of the Leadership Ladder. To support Managers deliver high quality PDPR's training on carrying our reviews can be found on People First.

Should a PDPR not take place or if you think that the process has not been conducted in a fair and proper manner, then in the first instance you should discuss this with the person who conducted your PDPR. If you still have concerns you have the right to refer your PDPR to a more senior colleague who can perform a grandparenting role to support achieving a mutually agreed PDPR.

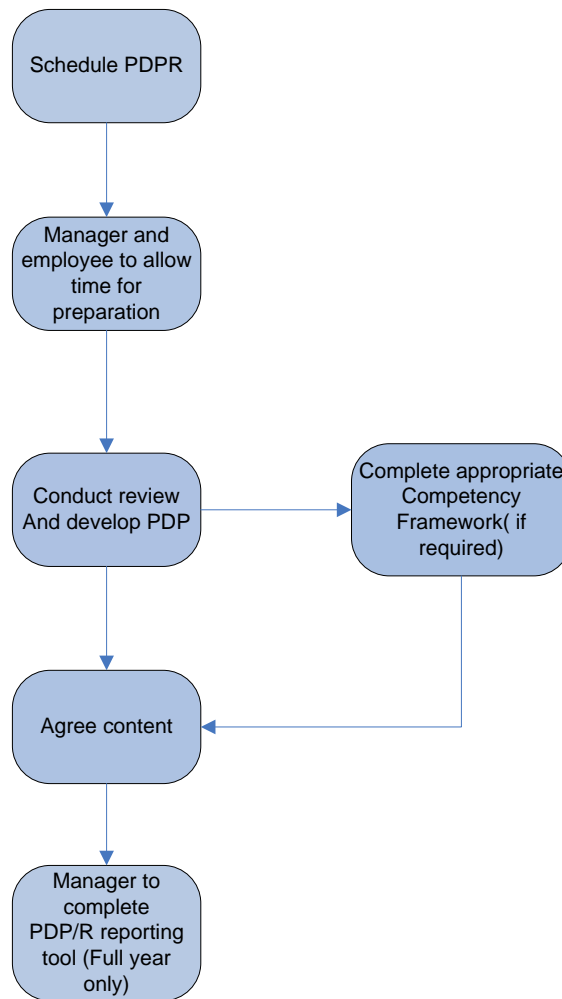
Monitoring and audits

PDPR compliance and outcomes must be reported through the PDPR Reporting Tool by your manager. You should both keep a copy of the completed PDPR form for your records. As part of the pay progression process, monitoring and/or audits will take place to assess the quality of PDPR's being held and recommendations for improvement will be provided, where appropriate. You also have the opportunity to complete a post PDPR evaluation this information is designed to enable managers to monitor and improve the quality of PDPR conversation. This data will be monitored and reported to Departments and areas of concern will be addressed by you and your manager and any recommendations for improvements will be monitored.

Confidentiality

All conversations, be it informal or formal, must be kept confidential by all parties involved. We appreciate that this can sometimes be difficult when working in a small team or close environment; however, confidentiality must be maintained. Any breaches in confidentiality will be taken seriously.

3. Flowchart



4. Policy Approval and Review

Policy version	UCD/People/PDPR/015v3.0
Title	Personal Development & Performance Review Policy
Approved by SPC	October 2021
EIA completed	22 nd December 2021
Counter Fraud Check	18 th November 2021
This document replaces	UCD/Workforce/PDPR/015v2.2
Effective Release Date	October 2021
Review Date	November 2022
Author	Daryl Hall
Filepath	G/HR/HR/Everyone/Policies
Distribution	Available on People First