

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?

Your PDPR discussion allows you and your manager to discuss your work performance over the last 12 months, including any interim discussion 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 aware of and understand our strategy
- you understand your directorate's strategy
- your manager can set direction for you and your colleagues
- your 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.

A PDPR is not for discussing 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 important to you, 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 PDPR 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 or ideally 8 weeks prior to your incremental date.

Each year, the organisation and each directorate set objectives and this must be shared and interpreted with you to ensure your own objectives are aligned with those of the organisation, directorate, department, team etc.

However, this is not always in line with your own PDPR. Therefore, this will often take place in the form of an interim PDPR, which will be discussed and recorded by your manager.

NB. Interim PDPR discussions DO NOT need to be recorded on the PDP/R Reporting Tool

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

The PDPR cycle is measured 12 months from your previous PDPR, which may not be in line with your incremental date. Ideally, PDPR's should be set 8 weeks prior to your incremental date, which will then reset the PDPR cycle.

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.

1.6 Where can we find the PDPR paperwork and behaviour framework?

On our People First website go to 'developing people/PDP&PDPR'.

1.7 How do I report a completed PDPR?

All completed PDPs and rating must be reported via The PDP/R reporting tool on the Developing people pages in People First.

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

You should firstly speak to your manager, as you should agree with the content. If this is not possible, then speak with your manager's manager. You should be able to resolve this informally with one of them, however, should this not be the case, you should contact HR Direct for further advice.

2. Behavioural Framework

2.1 What is a behavioural framework?

A behaviour framework describes the expected values and core behaviours 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.

2.2 How should I use the behavioural framework?

The behaviour framework offers us an opportunity to review ourselves against it and see how we are performing against each of the six core behaviours so you can quickly identify where your strengths and development areas are and plan your objectives for the year ahead accordingly.

2.3 Is physical evidence needed to prove my competencies have been met?

No, verbal examples of when and how your core behaviours have been demonstrated is acceptable.

2.4 Which behavioural framework should I use?

Rather than by banding, each of the three behaviour frameworks are assigned based on job role. These are:

- Service Deliverer – anyone without a people management responsibility
- Line Manager – all those with a people management responsibility outside the Senior Leadership Team
- Senior Leader – Members of the Executive or an Assistant Director

2.5 Does our new behavioural framework replace the Knowledge and Skills Framework?

Yes, our behavioural framework sets out the values and core behaviours required for each of us.

2.6 Should each behavioural statement be discussed during the PDPR?

No, it is expected that you and your manager should have completed any assessments in advance of the PDPR so that the discussion remains the focus. There should be no surprises for you during the PDPR in that regular communications throughout the year should include informal discussions on performance.

3. Rating

3.1 What are the definitions of each of the three frameworks' 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 of 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.

3.2 Is the behavioural framework part of my PDPR?

This is part of the PDPR process. At the moment, it is mandatory only for those working at Bands 8A and above. However, if you are working at Band 1-7, you will be encouraged to self-assess against the behavioural framework, but it is not mandatory.

3.3 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 the Capability process
- As part of the 'grandparenting' process

3.4 What happens if I get 'developing' as a rating?

If you are new in post, you will be developing. If you continue to be placed in the developing category, support will be offered to your manager by Workforce to help you develop by identifying your needs and what support is required.

3.5 What happens if I get 'consolidating' as a rating?

Your manager should help you to identify ways to continue this solid performance and encourage development in the coming year.

3.6 What happens if I get 'excelling' as a rating?

You will be contacted by OWD to see if you want a coaching conversation to build on this outcome. You may want help to stretch yourself further in your role and a coaching conversation will be able to assist with this.

3.7 Will my pay be affected depending on my rating?

No. The PDPR is not related to pay progression.

3.8 Does the end of year rating (where applicable) measure performance or behaviour?

The end of year rating requires a SINGLE rating which is specifically linked to Behaviours. However, under the 'performing' behaviour, there are explicit measures around performance objectives. Therefore, through the 'performing' behaviour, the rating process will also measure performance where business objectives must be achieved in order to gain an 'excelling' rating.

3.9 Will the PDPR be reviewed during the year and the rating changed?

NHSBT will only record the rating once a year when you submit your annual end of year review on the dates in question 1 above.

3.10 My colleague was rated different from me and we do the same job equally well?

Your PDPR is unique between you and your manager and is therefore for you to discuss performance, values and behaviours. The rating is unique to you and not meant to be used in relation to anyone else. It helps the organisation to focus resources to support you and your manager when performance, values and behaviours are either below standard or exceptional. Most people will be working well and the PDPR is a chance to recognise that and help them improve.

3.11 What happens if I am not happy with my end of year rating?

The majority of people will be able to agree a rating between themselves and their manager. Should this not be possible; your PDPR will be reviewed by your line manager's manager, sometimes described as 'Grandparenting'. Where either party is still not content with the result, a moderator should be identified and agreed outside the directorate, if appropriate to provide impartial moderation. If either party is still dissatisfied, the PDPR and any supporting evidence should be submitted to HRDirect@nhsbt.nhs.uk who will assign an impartial moderator whose decision will be final. Moderation will be a desktop exercise unless the moderator feels they need to speak to either the reviewer or reviewee for clarity.

Moderators should normally be equal in seniority to the reviewee or more senior as per the table below:

Band/Grade	Moderated by	Final Moderation from outside the Directorate to be assigned by OWD
Those reporting to an Executive Director	Executive Director (not the line manager)	Another Executive Director
Band 8c/d/9 – not reporting to an Executive Director	Assistant Director	Another Assistant Director
Band 8a/8b	Band 8b	Band 8b or higher

3.12 How does this link to the grievance policy?

The PDPR will have its own moderation process available, should you not be happy with the outcome. If you are unhappy with the process followed, you will need to follow the Grievance Policy

4. Policy Approval and Review

Policy version	Related document to UCD/Workforce/PDPR/015v2.2
Title	UCD/Workforce/PDPR/015v2.2/FAQsv2.2
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5. FAQ's Section Details

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