

# Personal Development Review (PDR) Policy

<b>Department / Service:</b>	Learning and Development
<b>Originator:</b>	Sandra Berry Assistant Director of OD
<b>Accountable Director:</b>	Tina Ricketts Director of People and Culture
<b>Approved by:</b>	Joint Negotiating Consultative Committee Ratified by Workforce Assurance Group
<b>Date of Approval:</b>	20 <sup>th</sup> September 2016
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<b>This is the most current document and should be used until a revised version is in place</b>	
<b>Target Organisation(s)</b>	Worcestershire Acute Hospitals NHS Trust
<b>Target Departments</b>	All Departments
<b>Target staff categories</b>	All staff except medical and dental staff in training posts.

## Purpose of this document:

To set out the process and procedures for ensuring that staff working within the Trust receive an annual personal development review and provide a framework for managing incremental progression based on performance.

## Key amendments to this Document:

Date	Amendment	By:
Feb 2014	Revised policy developed to incorporate changes to pay progression.	S Berry
March 2016	Document extended for 12 months as per TMC paper approved on 22 <sup>nd</sup> July 2015	TMC
Sept 2016	Reference to Procedure for Managing Incremental Pay Progression document; removed Appendix 2 Plan for Dissemination; additional Appendix 6 – PDR Guidance Notes	SB/JC
December 2017	Updates to document to reflect changes to 4ward programme and signature behaviours	Jo Chant
June 2019	Document extended for 12 months whilst review process takes place	Rachel Morris/Tina Ricketts
June 2020	Document extended for 6 months during COVID-19 period	

## References:

Disciplinary Policy, Procedure and Guidance	WAHT-HR-007
Procedure for Managing Incremental Pay Progression	WAHT-HR- 090

Agenda for Change terms and conditions 1/2016	
Performance Management Policy	WAHT-HR-009
Senior Medical Staff Appraisal	WAAT-HR-094

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## 1. Introduction

The success of Worcestershire Acute Hospitals NHS Trust depends upon the ability and commitment of the staff working within it. It is therefore essential that the Trust is committed to promoting its values and developing supportive working practices for their staff. **All** staff are required to have an annual Personal Development Review (PDR), and interim reviews, where appropriate, using the PDR template set out in this policy.

The Trust recognises that success and achievement is heavily reliant upon the effectiveness of all our employees in making their contribution to our strategic objectives. It is crucial then that Trust has an effective staff appraisal system in place to develop the workforce, in terms of; knowledge, skill, attitude, values and behaviours.

No manager/ supervisor should undertake a PDR without the relevant training.

The process for Medical and Dental staff is not addressed within this policy, refer to Senior medical Staff Appraisal policy WAHT-HR-094.

## 2. Scope of the Policy

This policy applies to all staff (except Medical and Dental staff) on substantive or fixed term contracts and outlines the specific terms and conditions surrounding the Personal Development Review process.

### 2.1 Purpose

This policy sets out clear duties and the framework for planning, undertaking, recording and monitoring of all aspects of the Personal Development Review.

The main purpose of Personal Development Review will be to look at the way a member of staff is developing by:

- Reviewing performance in the previous year.
- Ensuring clarity on their role and know what is expected of them i.e. how the duties, and responsibilities and demonstration of values and agreed behaviours of the job are being undertaken based on agreed objectives;
- Promote appropriate behaviours consistent with our values and principles.
- Agreeing SMART (see definitions) objectives for the coming year in line with individual needs and service plans.
- Identifying and agreeing individual development needs for both the coming year, and in the longer term (personal development plan - PDP);and setting the appropriate timescales for achievement
- Evaluating the previous year's personal development achievements.

### 2.2 Changes to Agenda for Change

Changes to Agenda for Change were published in March 2013 set out in the Pay Circular (A for C) 2/2013 informed NHS staff that there will be no automatic incremental progression. "Progression through **all** incremental pay points in **all** pay bands to be conditional upon staff demonstrating that they meet locally agreed performance requirements in line with a proposed new Annex addition to the handbook." For detail on the Trust's requirements please see section 5.8 (Pay Progression) outlined in this policy.

Pay progression may be deferred on an individual basis for specific reasons where performance standards are not satisfactory. This policy should be read in conjunction with the Procedure for Managing Incremental Pay Progression WAHT-HR-090 which details the specific circumstances where pay may be deferred.

The expectation is that there should be no surprises for individuals who attend their PDR and any concerns will have been communicated to the individual as part of the regular line management discussions and/ or via formal processes under the Trust's Performance Management Policy WAHT-HR-009 or Disciplinary policy, Procedure & guidance WAHT-HR-007.

## 2. Definitions

PDR - Personal Development Review

PDP - Personal Development Plan

SMART – specific, measurable, achievable, realistic, and timely

## 3. Responsibility and Duties

### 3.1 Directors and Directorate Managers

Will be responsible for:

- Implementing and monitoring the PDR performance and quality within their Division and Directorate.
- Determining with Heads of Departments which managers are responsible for carrying out the Personal Development Review for specific employees.
- Agreeing appropriate actions to maintain performance.

### 4.2 Heads of Department and Equivalent

Will be responsible for:

- Ensuring all staff within their team receives an annual Personal Development Review discussion and interim review as required.
- Ensuring reviewers attend training to carry out Personal Development Review'
- Ensuring all staff have the opportunity to attend training sessions for reviewees.
- Monitoring PDR performance for their department and ensuring appropriate action is taken to ensure all staff receives an annual PDR.

### 4.3 Line Manager

(Note: Line Manager is a term used for anyone who has line management responsibility; it could therefore include Directors, Associate and Assistant Directors and Directorate Managers, Matrons, Head of Departments, Professional Heads, Team Leaders/Supervisors and Ward Managers)

Will be responsible for:

- Ensuring a job description for the post has been agreed and is in place prior to the Personal Development Review taking place.
- Arranging and carrying out Annual Personal Development Review discussions.
- Delegating Personal Development Review discussions as appropriate within the team structure
- Completing and agreeing the relevant documentation with the employee.
- Supporting individuals in their agreed development activities.
- Maintaining Personal Development Review records.
- Attending training to be able to carry out Personal Development Review discussions.

- Ensuring any performance issues are discussed with the employee during the year and not left until the Personal Development Review meeting.
- Ensure the monitoring form is sent to Learning and Development to record PDR or enter PDR data directly on to ESR self-service or submit electronic submission form PDR 3a. <http://www.worcsacute.nhs.uk/departments-a-to-z/education-training-development/pdr-paperwork/pdrform/>
- Ensuring appropriate documentation is completed if an individual does not complete their PDR successfully or a PDR is not completed to prevent incremental progression.

#### 4.4 Professional Heads

Will be responsible for:

- Providing professional advice and support to the reviewer in the Personal Development Review process, if the reviewer is from a different professional background.

#### 4.5 Employees

Employees will be responsible for:

- Attending a training session for reviewees if required.
- Participating in the review of their own development and performance/progress towards agreed objectives.
- Undertake the relevant preparation in advance of the meeting e.g complete the paperwork from the intranet, reflect on last years' performance and refer to documentation from the previous PDR.
- Completing relevant documentation with Line Manager/Reviewer (Appendix 5). and ensuring they have appropriate evidence of completion of mandatory training and can demonstrate and show examples of how they meet the core values and behaviours.
- Ensuring any issues are raised with their reviewer during the year and not left until the Personal Development Review meeting, there should be no surprises raised during the PDR.
- Make themselves available for the meeting. This may require attendance outside their normal shift but they will be given time back/ financially reimbursed/

#### 4.6 Learning & Development Team

Will be responsible for:

- Supporting the implementation of the PDR process to include training and awareness sessions for all employees and employee representatives.
- Monitoring and application of the policy across the Trust by producing regular performance updates in terms of PDR completion.
- Produce in liaison with the Information Department monthly reports for the Director of Human Resources and Organisational Development, Trust Board and JNCC on its implementation.
- Ensuring that information feeds into the training strategy and annual plan.

#### 4.7 Accredited Trade Union Representatives

Accredited Trade Union Representatives are available to provide advice, and support to their members as required.

### 5. Policy Detail

This Policy details the framework for managing PDR's and associated pay progression:

There will be four main elements:

<b>Personal Development Review (PDR) Policy</b>		
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- Preparation
- Review of performance incorporating service needs
- Personal Development Review discussion
- Completion of paperwork

Please note: the following format is suggested as **best practice**. This represents the **complete** Personal Development Review process and it is expected this process will be followed for all staff. The minimum requirement is to evaluate the reviewee against the Trust's values, ensure all mandatory training requirements are met, to agree objectives and for a personal development plan to be produced. The required paperwork is provided with this document in (Appendix 4).

## 5.1 Principles

The Personal Development Review process aims to cover reviewing performance, agreeing objectives, targets and/or activities and identifying development areas that will help meet them.

It is expected that employees will progress through the pay points of their pay scale on an annual basis. However this will be subject to individuals demonstrating the required standards of performance in line with the Procedure for Managing Incremental Pay Progression WAHT- HR- 090.

There will be equity of access to appropriate training and development regardless of band, full or part time status, shift pattern, gender, sexual orientation, age, ethnicity and disability.

The Trust will promote the principles of a learning organisation, continuous professional development and lifelong learning.

Prior to undertaking Personal Development Review discussions all reviewers will have received appropriate training.

All employees will be offered the opportunity to participate in reviewee workshops to prepare for Personal Development Review.

Development will primarily focus on helping members of staff to carry out their current job to the standard specified in their job descriptions, although personal interests and opportunities for career progression will also be taken into account. Approaches to development will not just consist of courses but will also involve distance learning, private study, opportunities to participate in particular projects or work areas, short secondments, work shadowing, peer review, coaching, mentoring and other continuous professional development activities.

Development plans will distinguish between goals for the year ahead and those applying to the longer term. There will be a commitment from both parties to make all reasonable efforts to meet the developmental goals for the year ahead in that year, and elements not completed through force of circumstance will be carried over to the following year unless agreed otherwise.

Managers and staff will work together to fulfil agreed development plans. Managers will encourage staff members to progress and develop and where appropriate, Managers should ensure that staff have appropriate time to fulfil training and/or development needs related to their current job and should provide appropriate financial and other

support. If a Manager fails to do this, they cannot defer pay progression as set out below.

Wherever possible Managers will also provide similar encouragement and support for elements of the personal development plan that reflect personal interests or help staff prepare for a more senior role or transfer to a different area of work within the NHS.

Staff members will contribute to undertaking the agreed personal development plan through their personal effort. For example this may include where appropriate, to commit personal time and resources, especially in those areas relating to longer-term career development. Where development needs essential to the post are agreed with the Manager there will not be any requirement for the employee to use his or her unpaid personal time.

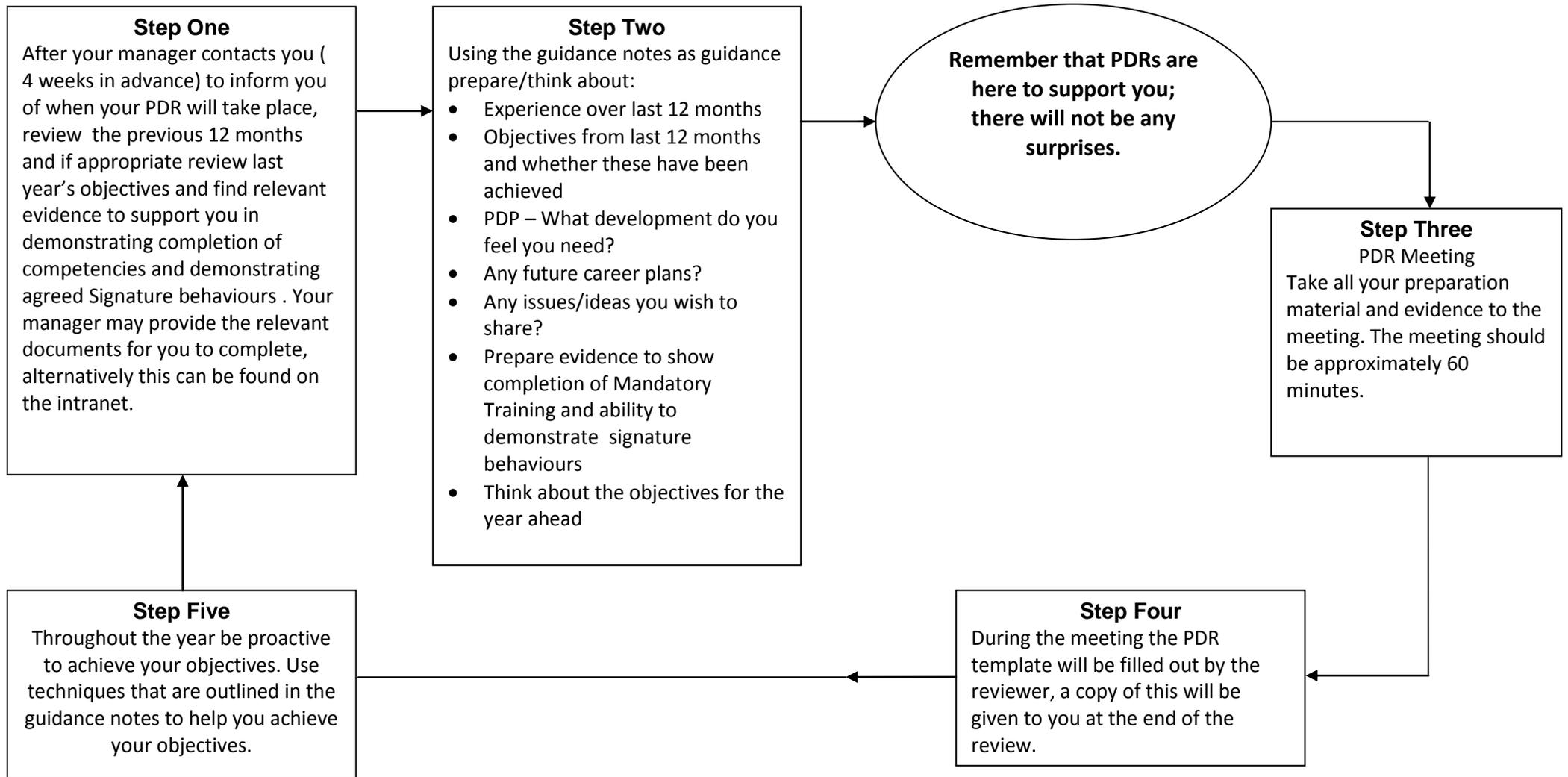
The Trust is committed to working in partnership with other agencies and wherever practicable will adopt a joint approach to training and development.

Training and development will be linked to national, organisational, professional and service developments through the Trust training strategy, the Personal Development Review process and the agreement of personal development plans (PDPs).

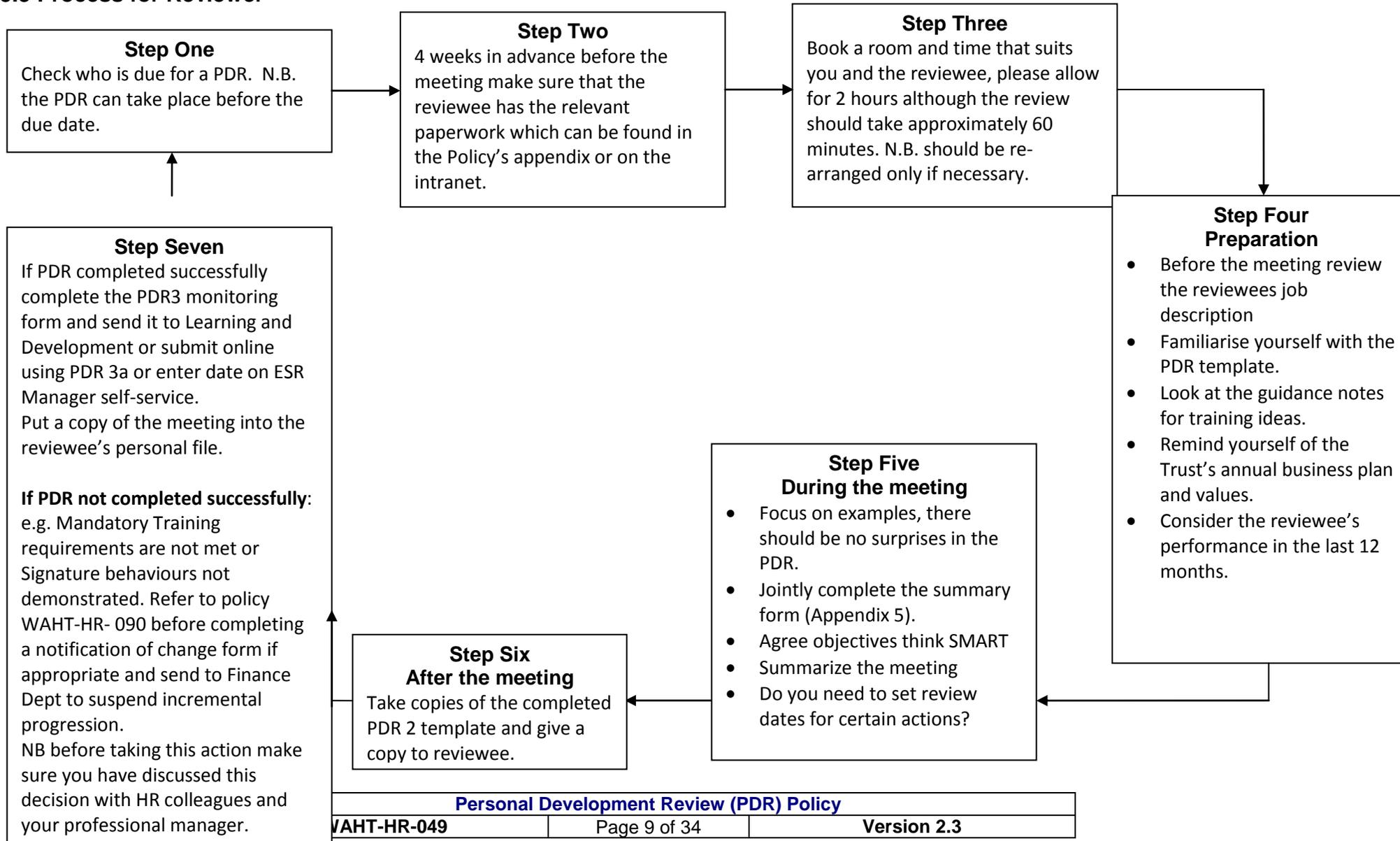
The Personal Development Review discussion will be conducted between the individual and the appropriate line manager, or, where appropriate, their supervisor, professional adviser as appropriate where clinical registration applies or another appropriately trained senior team member.

Group appraisals can be requested by employees and these will be permitted where appropriate.

**5.2 Process for Reviewee**



**5.3 Process for Reviewer**



## 5.4 Preparation

### 5.4.1 Training for Personal Development Reviews

Prior to undertaking Personal Development Review discussions all reviewers will participate in specific PDR reviewer training and refresher training offered every 2 years. All employees will be offered the opportunity to participate in reviewee workshops to prepare for Personal Development Review. Training for reviewers and workshops for employees will be made available on an on-going basis and when these are scheduled they can be found under the intranet Learning and Development – Course Directory.

### 5.4.2 Preparation for Discussion

Each year, prior to the Personal Development Review due date discussion with the individual, the reviewer will contact the individual, preferably in writing to agree a suitable date and time for the Personal Development Review discussion.

The completed preparation form (PDR 1) and PDR framework in the policy will form the basis for the discussion itself.

For the first Personal Development Review meeting, Managers should make available or direct the individual to copies of the following preparatory paperwork to read and complete:

- Employee Guide to Personal Development Review Meetings in the guidance notes.
- Last/most recent Personal Development Review Summary Form and Personal Development Plan
- Learning and development activities as referenced in the guidance notes
- PDR Preparation Form (PDR 1 form Appendix 3)

The reviewer should also arrange a suitable venue for the discussion, and familiarise themselves with the guidelines for carrying out Personal Development Review discussions.

## 5.5 Personal Development Review Discussion

On the agreed date and time the reviewer and the individual should meet to discuss the following:

Previous year's performance, completion of mandatory training and review the demonstration of the Signature behaviours, the individual's attitudes and behaviours demonstrated at work as outlined in the PDR template and produce a PDP.

The individual will have the opportunity to discuss their progress in their role and how they are developing as an individual. The reviewer will provide honest and constructive feedback. The reviewer should have provided feedback throughout the year and therefore in principle there should be 'no surprises' in this part of the discussion.

By the end of the discussion there should be broad agreement on:

- The progress made towards previously agreed objectives and reasons discussed for any under achievement.
- The progress and demonstration of understanding of required values, attitudes and behaviours.
- The individual's objectives and development needs for the coming year, with the specified timelines.
- An indication of the individual's career aspirations and their potential development needs for the next 2-3 years and
- Mandatory/statutory training requirements and if these have been met.

Interim reviews will be arranged as required to check progress during the year.

## 5.6 Completion of Paperwork

It is envisaged that the paperwork will be completed during and at the end of the Personal Development Review discussion; however, if this is not possible then it must be completed within 1 week. If this is the case an opportunity will be given for the reviewee to discuss further with the reviewer the summary detail and clarification of any points of concern.

The reviewer and the individual will jointly complete a

- Personal Development Review Summary Form (PDR 2),
- The line manager is responsible for collating the individual PDPs into a development plan; this should be submitted to the Learning and Development department or their annual training plan.

The reviewer and reviewee must complete and sign the PDR Monitoring Form (PDR 3) at the end of the set of PDR paperwork, including the date of the Personal Development Review and date for next review, and send this to Learning & Development, Charles Hasting Education Centre, or complete PDR 3a online submission form or enter data on ESR and retain the form on their personal file.

## 5.7 Records

There will be two copies of the relevant forms, the original for the individual and a copy for the line manager to keep on the personal file. The Personal Development Review records will be treated like any other information held on the personal file. In addition the information will be used to:

- Review the organisational/departmental training needs
- Draw up an organisational/departmental training plan

## 5.8 Pay Progression

### 5.8.1 Progression/ Deferring Pay progression

It is anticipated that the majority of staff will have provided the appropriate level of performance, delivery and development and will progress through the pay points of their pay band annually.

However, progression through all pay points will be conditional upon individuals demonstrating the required standards of performance and delivery and that they have the requisite knowledge, skills and competence

for their role. They will also need to demonstrate the completion of all statutory and mandatory training for their post. If however there are sufficient grounds/ evidence to support that they have not met the Trusts local requirements they can defer the reviewees pay progression. Managers should refer to the Procedure for Managing Incremental Pay Progression WAHT-HR-090 and discuss this with their line Manager and seek HR advice.

### **5.8.2 How will the reviewer assess the reviewee?**

The Reviewer will focus on actual examples of work and will use the PDR2 Template (Appendix 4) to record evidence. Refer to the PDR guidance notes (Appendix 6).

The PDR template will evaluate the reviewee on the following:

#### **General Performance**

The reviewer will assess whether the reviewee has achieved their objectives that was set at their last PDR meeting. The reviewer should also give an overview of the reviewee's general performance since the last PDR. The discussion will include a debate about why the objectives may not or been partially achieved.

#### **Values**

The reviewee must be able to demonstrate and give examples that they are complying with the Signature behaviours.

- Do what we say we will do.
- No delay, every day.
- We listen, We learn, We lead
- Work together, celebrate together

The reviewer will assess whether these examples meet the reviewee's job description. The reviewer will not bring any surprises to the PDR, any performance related issues would have been managed before the PDR takes place.

#### **Examples of supporting behaviours**

The reviewer will assess whether the individual knows the Trust's Signature behaviours as above.

The reviewee must demonstrate their knowledge and understanding of these behaviours. For example How do you demonstrate We listen, we learn ,we lead How do they portray this in their day to day activities?

#### **Specialist Skills (Clinical/Technical)**

The reviewer will go through the reviewee's job description with the reviewee. Evidence will be provided by the reviewee to show that they are meeting this requirement.

### **Mandatory and Statutory Training**

The reviewee will need to provide evidence to show they have completed statutory and mandatory training for their post. If the reviewer believes that this is completed then they will note this in PDR 2 summary template.

### **5.8.3 What if there is a performance and conduct problem?**

Performance and conduct issues should be dealt with separately from Personal Development Reviews. Please refer to the Trust's Performance Management Policy WHAT-HR- 009.

## **6. Implementation of Key Documents**

### **6.1 Plan for implementation**

The policy will be implemented immediately upon approval.

### **6.2 Dissemination process**

The policy will be placed in the Trust's Document library on the intranet and will be publicised through the Trust's Weekly Brief, policy update briefings for managers and notified to the Trust Board by HR through Workforce Assurance Group.

### **6.3 Training and awareness**

Awareness of this policy will be raised throughout the Trust. It will be included in all induction training and will also form an integral part of all management development training.

Specific training and awareness sessions will be provided as part of the implementation of the policy to enable all managers and staff-side representatives to understand what is expected of them.

## **7. Background**

### **7.1 Consultation**

This policy has been developed in consultation with staff side and management representatives.

This key document has been circulated to the following individuals for consultation;

Designation
Staff side reps via JNCC
Divisional Directors of Operations / Nursing
Directorate Managers
Matrons
Heads of service

This key document has been circulated to the chair(s) of the following committee's / groups for comments;

Committee
Joint Negotiating and Consultative Committee
Policy Working Group
Workforce Assurance group

## 7.2 Approval process

The policy has been developed by the policy working group a sub-group of the Joint Negotiating and Consultative Committee and has been subject to consultation with staff representatives and Workforce Assurance Group.

The policy has been approved by the Joint Negotiating and Consultative Committee.

This policy will be reviewed after two years.

## 7.3 Equality requirements

An Equality Impact Assessment has been undertaken in accordance with Trust policy and attached as Appendix 1.

## 7.4 Financial risk assessment

The financial risk assessment associated with the PDR policy is attached as Appendix 2. There are no direct financial risks associated with this Policy.

## 8. Monitoring and compliance

<b>Monitoring Requirements</b>	a) The application of the policy b) The number of staff who have their annual PDR c) 85% compliance rate –Divisional compliance reports
<b>Monitoring Method</b>	Monthly report of the number of staff who receive their PDR in a department, available on the mandatory training and PDR dashboard.
<b>Monitoring Prepared by</b>	Learning and Development Department
<b>Monitoring Present to</b>	Workforce Assurance Group
<b>Frequency of Reporting</b>	Monthly

## 9. Plan for dissemination

Disseminated to	Date
Publication on Document finder Library & Learning and Development course directory.	October 2016
Through report to Workforce Assurance Group	2016
PDR Reviewer training	Included in 2017 courses

## Appendix 1 - Equality Impact Assessment

		Yes/No	Comments
<b>1.</b>	<b>Does the policy/guidance affect one group less or more favourably than another on the basis of:</b>		
	• Race	No	
	• Ethnic origins (including gypsies and travellers)	No	
	• Nationality	No	
	• Gender	No	
	• Culture	No	
	• Religion or belief	No	
	• Sexual orientation including lesbian, gay and bisexual people	No	
	• Age	No	
	• Disability	No	
<b>2.</b>	<b>Is there any evidence that some groups are affected differently?</b>	No	
<b>3.</b>	<b>If you have identified potential discrimination, are any exceptions valid, legal and/or justifiable?</b>	n/a	
<b>4.</b>	<b>Is the impact of the policy/guidance likely to be negative?</b>	No	
<b>5.</b>	<b>If so can the impact be avoided?</b>	n/a	
<b>6.</b>	<b>What alternatives are there to achieving the policy/guidance without the impact?</b>	n/a	
<b>7.</b>	<b>Can we reduce the impact by taking different action?</b>	n/a	

If you have identified a potential discriminatory impact on this key document, please refer it to the Head of Human Resources together with any suggestions as to the action required to avoid/reduce this impact.

For advice in respect of answering the above questions, please contact the Head of Human Resources.

**Appendix 2 - Financial Impact Assessment**

	<b>Title of document:</b>	<b>Yes/No</b>
1.	Does the implementation of this document require any additional Capital resources	No
2.	Does the implementation of this document require additional revenue	No
3.	Does the implementation of this document require additional manpower	No
4.	Does the implementation of this document release any manpower costs through a change in practice	No
5.	Are there additional staff training costs associated with implementing this document which cannot be delivered through current training programmes or allocated training times for staff	No
	Other comments:	

If the response to any of the above is yes, please complete a business case and which is signed by your Finance Manager and Directorate Manager for consideration by the Accountable Director before progressing to the relevant committee for approval

## Appendix 3   **PDR 1**

### **PDR 1 - Personal Preparation Sheet**

These are the areas you will discuss with your reviewer, so before you come to your personal development review meeting, please think about the following. You may use this sheet to make notes.

1. Have any personal details changed since your last PDR i.e. home address, telephone number and next of kin.

2. Have you undertaken the mandatory training requirements for your post (See mandatory training pages of the intranet- Department A-Z – Education- Mandatory training.

*Please note in order to complete your PDR and approve your incremental progression mandatory training requirements must be met.*

3. Think about the last year and any objectives you have had -

a)      What has gone well over the last year?

b)      Anything that has not gone so well?

4. Look at your job description; be prepared to talk about each area, is there anything you want to discuss or would like to be changed? Have examples ready to show how you meet the Trusts Signature behaviours.

5. Is there anything you would like to work on in the next year as an objective?

6. Is there any training you need to help you achieve your objectives? *This can also include; shadowing, mentoring or coaching.*

7. What are you hoping to achieve in your future job/career?

**Please ensure that you sign off the summary form (PDR 2) and the monitoring form (PDR 3) or ensure the electronic monitoring form (PDR3a) is submitted at the end of your review meeting.**

**4Ward – Our vision and signature behaviours**

**Our Vision:** Working together with our partners in health and social care we will provide safe, effective, personalised and integrated care for local people, delivered consistently across all services by skilled and compassionate staff.

Can you give examples of how you have positively demonstrated these behaviours and worked together to achieve our shared goals?

**Our signature behaviours:**

-  Do what we say we will do
-  No delays, every day
-  We listen, we learn, we lead
-  Work together, celebrate together

**Trust Strategic Objectives:**

1. Deliver safe, high quality care
2. Design healthcare around patient needs
3. Realise staff potential to give compassionate care
4. Ensure financial viability
5. Develop and sustain our business

Please use the below form as a template to generate discussion, use more paper if required.

<b>Name:</b> <small>Print Name</small>	<b>Job Title:</b>	<b>Department:</b>
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# Trust Policy

<b>Date of Appraisal:</b>	<b>Date of last Appraisal:</b>	<b>Name and job role of Reviewer:</b>  <small>Print Name</small>
<b>REVIEWEE'S REFLECTION ON LAST YEAR (e.g. What went well/ what didn't, any particular challenges or issues etc.)</b>		
<b>REVIEWER'S REFLECTION ON LAST YEAR (e.g. What went well/ what didn't, any particular challenges or issues etc.)</b>		
<b>OBJECTIVES FROM PREVIOUS YEAR: (What I have achieved in the last 12 months, has the objective been partially met, met or exceeded)</b>		
<b>LOOKING FORWARD: (What do I need to achieve in the next 12 months to meet Trust, Division &amp; Team objectives)</b>		
<b>Personal Objective:</b>	<b>Timescale:</b>	<b>Resource/support required:</b>


**PERSONAL DEVELOPMENT PLAN: ( What do I want/ need to learn in order to fulfil the requirements of my role, and contribute to the objectives agreed and Trust signature behaviours)**

<b>Area for Development</b>	<b>Action – (How will this be met?) <i>Please note that options can include; shadowing, mentoring sessions and coaches</i></b>	<b>What resources/ support will I need?</b>	<b>Time scales /completion date.</b>

<b>Have you completed all mandatory Training requirements? Yes/ No</b>	<b>Yes date completed:</b>	<b>No: Planned date of completion:</b>
<b>Pay Progression Deferred: Yes / No</b>		

**I confirm that this is an accurate and agreed record of our Personal Development Review:**

Signed (Reviewee) \_\_\_\_\_ Date: \_\_\_\_\_

Signed (Reviewer) \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix 5

## PDR 3 - Monitoring Form

The Trust is required to keep accurate records of Personal Development Reviews.

**This form must be completed for each review and sent to:**

**Learning and Development, Charles Hastings Education Centre, Worcestershire Royal Hospital. <mailto:wah-tr.CHEC-trainingteam@nhs.net> or submitted electronically via the online submission form.**

**<http://www.worcsacute.nhs.uk/departments-a-to-z/education-training-development/pdr-paperwork/pdrform/>**

Directorate:		
Department:		
Name of Reviewer: (person carrying out the PDR)	Please print name clearly	Signature:
Name of Reviewee:	Please print name clearly	Signature:
Date of review:		
Next review planned for:		

### Pay progression to next incremental point:

APPROVAL  NOT APPROVED  NOT APPLICABLE

If not approved please confirm a change form has been completed and sent to workforce information following a discussion with the appropriate line manager and HR colleagues.

Confirmed



Appendix 6**PDR Guidance Notes****Employee's Guide to Personal Development Review Meetings****Introduction**

Once a year all employees in the Trust are required to formally review their progress and plan for their training and development needs with their line manager or supervisor. An annual Personal Development Review meeting is your formal opportunity, with the assistance of your reviewer, to

- ✓ Describe and reflect on your role and personal development achievements over the last twelve months;
- ✓ Identify objectives for the coming year and any action you might need to take to meet objectives;
- ✓ Develop and agree actions you and your manager need to take to enhance your progress in the next review period;
- ✓ Identify and agree actions required to further your continued development.
- ✓ Evidence your completion of mandatory training for your post.
- ✓ Demonstrate you can comply the Trust signature behaviours.

***Preparation***

The Personal Development Review scheme is one in which both you and your reviewer have a voice. **Preparation is vital** and to help you prepare, your reviewer will provide you with a copy of a Preparation Form (PDR 1). Your reviewer will have a similar form. This will help you both focus on activities over the review period, and consider future development needs.

**Please complete your form before your Personal Development Review meeting, and be prepared to exchange the information with your reviewer at the meeting.**

**1. Reflection on Previous Year**

When focussing on your achievements and objectives over the past year, it will also help to think about your performance in relation to your current job description and PDR template. In addition to the questions on the Preparation Form, it will be helpful for you to consider the following areas:

- What do you enjoy/not enjoy about your job?
- How do you think your colleagues would describe your contribution to the team?

- What can your line manager do more of, or less of, to help you work more effectively?
- Examples of how you demonstrate the signature behaviours.

## 2. Looking forward

What objectives do you think you could have for the following year? Your objectives will normally be a mixture of organisational objectives, local and departmental service objectives as well as your personal objectives.

## 3. Personal Development Planning

What development needs did you identify when you went through your PDR outline? What other development needs do you have and how might these needs best be met?

## 4. Future Career Plans

What are your thoughts about your future career? Is there any support that your reviewer can give with these? What development needs does this identify?

## 5. Any other issues

Are there any other issues you would like to discuss with your reviewer?

## 6. Have you completed your mandatory training?

Ensure you have evidence of completion of all the mandatory training topics relevant to your role see Mandatory Training Matrix for details.

### ***During the Meeting***

During your Personal Development Review meeting you will go through these points as they appear on the Preparation Form. The Summary Form (**PDR 2**) will normally be completed during the meeting to record your discussions and action points/decisions.

You should ensure that you are clear about what you have achieved to date and what you have to achieve and by when. For the development activities identified on your personal development plan, you should know what activities you have to undertake and by when.

### ***After the Meeting***

You and your reviewer will each have a copy of the completed Summary Form (**PDR2**), which includes your Personal Development Plan (PDP). You will find it helpful to look through the form to remind yourself of what you need to do and by when. You may find it helpful to complete a Planned Learning Log (**PDR2 page 3**) for each activity on your PDP. When you complete the Review of Development Activity Sections on the reverse, you are automatically producing evidence about the application of your knowledge and skills for your next Personal Development Review meeting. Interim review meetings will be arranged as required to check progress during the year.

## Personal Development Review Guidance

### Questions and Answers

#### Q. What is Personal Development Review?

A. Personal Development Review is the on-going cycle of review, planning, development and evaluation for staff in the NHS linked to organisational and individual development needs.

If we are to do our jobs properly, we need to know the answer to a few basic questions

- What is the purpose of my job?
- How am I doing?
- What am I doing well?
- What could I do better?
- What does the Trust expect of me in my job?
- What support is provided in order for me to do the job and improve?

Personal Development Review is a straightforward process that aims to help answer these questions.

#### Q. Why are we doing it?

A. The Trust is committed to ensuring that all employees have an annual opportunity to discuss formally how they are performing in their job and plan for development to achieve work objectives. It will help ensure employees know what is expected of them and how their work contributes to the overall achievement of the Trust's key objectives. It is one of the methods by which employees can work towards common agreed objectives, based on Service Delivery Plans, and to monitor whether they are being achieved. It is an essential part of managing people well.

Before a Personal Development Review can take place the reviewer and the individual need to be clear about the expectations of that individual within their current post. This is done through the development of your current job description and PDR template.

#### Q. What's in it for me?

A. Personal Development Review is about you and your work. You will do most of the talking. It gives you the opportunity to talk to your reviewer about yourself and your job to:

- review what you have done over the past year recognise achievements discuss things that are getting in the way and how these could be overcome decide on work objectives for the coming year plan training and development activities to help you achieve your work objectives and fulfil the requirements for your current job description and PDR template.
- Discuss your longer term career development
- Your incremental pay will be linked to your PDR.

#### Q. Who is it for?

A. Everyone.

## Q. Is it linked to my pay?

A. Recent changes to agenda for change mean that pay progression through all incremental pay points in all pay bands is conditional on staff demonstrating that they meet locally agreed performance requirements. At Worcestershire Acute Hospitals NHS Trust those locally agreed performance requirements are;

- Staff should be able to demonstrate as a minimum, core competencies for the role and completion of all statutory and Mandatory training.

Be able to demonstrate the signature behaviours:



## Q. Will it affect pay progression at higher bands?

Staff in bands 8C, 8D and 9 pay progression into the last two points in a band will be annually earned and only retained where the appropriate local level of performance is reached in a given year.

## Q. What will I have to do?

A. A few weeks before the Personal Development Review discussion, your manager/supervisor will agree a time and place for you to meet. They will also make sure you have:

- Your past Personal Development Review Summary Form (where one exists) and a preparation form for you to fill in. This form asks you to think about various aspects of your work over the past year and to think about your development and training needs.

## Q. Does my Union know about and Personal Development Reviews?

A. Yes. From the start it has been discussed with the recognised unions. They have had the opportunity to comment and give input to the Scheme as it was being developed. They are in support of the Scheme.

## Q. Can my Union representative be present at the Personal Development Review discussion?

A. No. If your line manager does not believe that your performance is satisfactory there is a separate procedure to be followed (Performance Management Policy). If this procedure is being used then you are able to have your union representative present.

## Q. What will happen at the discussion?

A. It will take place somewhere where you will be free from interruptions, and be as comfortable as possible. Your reviewer will guide the discussion. It will be based on the forms you were given.

The discussion is an opportunity for you to talk and be listened to in a relaxed and informal way about your successes, areas for improvement, objectives and planning for development. Although it is a 'formal' annual opportunity it should be conducted in a supportive and relaxed manner. The discussion can be wide ranging, but the common things shown here are usually covered. It is not followed rigidly but the format is likely to be something like this:

1. Introduction – Reviewer explains the purpose and process
2. Reviewer asks you about your objectives for the past year and to talk about the things you did well at work and shares his/her thoughts
3. You discuss things that did not go so well.
4. You discuss ideas for improvement.
5. You discuss how you have applied skills and knowledge as described in your current Job Description.
6. Ensure that you have met your posts mandatory training requirements and can demonstrate the agreed trusts value sand behaviours.
7. You agree key work objectives for the coming year.
8. You agree development/training to help achieve objectives and fulfil your current Job Description.
9. You discuss longer-term career/job plans and training and development needs.
10. You both complete appropriate documentation to support the Personal Development Review discussion.

## Q. How long will it take?

A. Usually about 60 minutes.

## Q. What records will be kept?

A. You will both fill in the Personal Development Review Summary Form (**PDR2**), which includes a PDP. You will keep the original and the copy will be kept with your personal file.

## Q. What happens with the Personal Development Plan?

A. You should keep this as your own personal planner to keep a track of and plan your on-going training and development. The information will be used to develop the Departmental Training Plan.

## Q. What if I don't feel comfortable discussing my Personal Development Review with my reviewer?

A. You need to approach your line manager to request an alternative reviewer to carry out the process.

**Q. I'm a new employee, when should I have my Personal Development Review discussion?**

**A.** All employees must have a formal Personal Development Review discussion within their first twelve months of joining the Trust. For new employees, their manager will agree initial goals within the first few weeks of employment to take them through to their first Personal Development Review discussion.

**Q. What if I don't need any training, so don't have anything to put in my PDP?**

**A.** Everyone will have something to put in their PDP -

You should start by looking at your current job description and PDR template, considering your needs in each of the following areas:

- **Mandatory/ Statutory Training** - e.g. Fire, Induction, Data Protection, Manual Handling, etc.
- **Job-related training** – have there been, or will there be any changes in your job? Do you need any training to help achieve this year's objectives, e.g. Minute-Taking, Managing Expectations?
- **Personal Development** – This might include Assertiveness, Time Management, Communication Skills, etc.
- **Supervisory/Management Development** - if you are a manager or supervisor, or aim to be in the future.
- **Future Career Development** – to help you achieve your career goals, if appropriate.

You may not have training and development needs in every area, but everyone is likely to need mandatory/statutory training or updates, and most people will have some job-related training needs.

Now you can think about the best way to meet these needs:

On-the-job training	Secondment
Short course or Workshop	Research
Work – shadowing	Watching a Video
Using a mentor	Doing a qualification
Listening to an audio tape	Use of the intra/internet
Reading – books, journals, etc	Open learning
Attending meetings	Coaching

**If you have any further questions, please ask your manager or contact:  
Learning and Development Department**

## Reviewer's Guide to Personal Development Review

Line Managers and others conducting Personal Development Review discussions should read and ensure they are familiar with:

- The Personal Development Review Policy (this document);
- The Preceptorship Policy;
- The Study Policy;
- The Equality and Diversity Policy.

### *The Personal Development Review Meeting*

Development and Review are activities that often take place informally at work. The Personal Development Review meeting is an annual **formal** opportunity for you to discuss the individual's progress and areas for improvement during the period under review, based on your current job description and PDR template and any previous objectives, and agree ways to develop their knowledge and skills. It is a precious and unique opportunity that should be devoted to the individual employee. The meeting should allow for an open discussion about progress, achievements and development needs so that the individual is equipped to fulfil the role expected of them. Here are a few pointers that may help:

- Plan ahead, agree the meeting date at least 4 weeks in advance and make sure the individual has the relevant paperwork.
- As a general guide, you should allow about two hours, although you may not use all of this time. The average time is about 60 minutes.
- Once you have set a date for the meeting, ensure it is kept to. Changing the agreed date will undermine the process.
- Prepare yourself by completing the preparation form and referring to your current job description and PDR template. This will help you focus on areas where the individual performed well, and areas for improvement - make sure you think of specific examples to illustrate the points you are making.
- Choose a suitable venue, somewhere quiet where you will not be disturbed by calls or visitors.

- Encourage the individual to talk about their job and progress, using the preparation form to structure the discussion.
- Ensure appropriate evidence is provided to evidence completion of mandatory training and also demonstrates of required signature behaviours.
- Focus on actual examples of work. This will help focus you both on the job, keep you detached and objective, and enable a more constructive discussion.
- When giving feedback on the previous year's objectives – there should be no surprises. Any issues should already have been discussed during the year.
- Try to avoid too much note-taking, but ensure you note down key points. This shows interest and helps record the actions agreed.
- Jointly complete the summary form and personal development plan at the end of the meeting while the meeting is still fresh in your mind.
- Conclude the meeting by summarising what you have both agreed to do, the objectives for the coming year, along with agreed developmental activities.
- It may be useful to agree a review date for certain actions that you have agreed.
- During the meeting, give constructive feedback, always ensuring you back this up with specific facts and examples. Listen to the individual's comments. Remember, the discussion should focus on a fair and accurate summary of performance over the review period, provide a basis for planning development for the coming year and consider longer term development needs.

### ***The Personal Development Plan***

During your discussion, you should discuss the individual's development needs, and complete the Personal Development Plan (PDP) jointly with the individual.

The primary focus of this PDP stage of the Personal Development Review should be to enable the individual to meet the demands of their current post effectively, and should be related to your current job description and PDR template. It should also include any **statutory and mandatory training**. Where the individual has identified needs in relation to Essential Skills, i.e. literacy or numeracy, these should be included in the discussions. Remember, Essential Skills training is provided free of charge.

Remember that individual development activities need to be considered in the light of organisational and service priorities and therefore should be linked to the individual's objectives and your current job description and PDR template that post. This may mean that, whilst making every effort to support training and development activities, the Trust may not always be able to meet individual needs and career aspirations.

Everyone will have something to put in their PDP. You should look at your current job description and PDR template and consider needs in each of the following areas:

- **Mandatory/ Statutory Training** - e.g. Fire, Induction, Data Protection, Manual Handling, etc.
- **Job-related training** - to support any changes or help achieve this year’s objectives
- **Personal Development** – to develop the individual.
- **Supervisory/Management Development** - if they are in a management role, or aim to be.
- **Future Career Development** – to help achieve career goals, if appropriate.

Not everyone will have training and development needs in every area, but everyone is likely to need mandatory/statutory training or updates, and most people will have some job-related training needs.

It is important to remember when completing the PDP, that formal training and development activities (e.g. courses, workshops, etc.) are only one option for development . There are many others, such as coaching, mentoring, job shadowing, self-study, special projects, - all of which are important ways to develop an individual’s skills and knowledge.

### ***After The Meeting***

It is envisaged that the paperwork will be completed during and at the end of the Personal Development Review discussion; however, if this is not possible then it must be completed within a two-week period.

You will need to jointly complete a Personal Development Review **Performance Summary Form (PDR2)** which includes the **Personal Development Plan**. The individual must sign them to agree that its content reflects the discussion fairly. A copy of the completed Summary Form, including the Personal Development Plan will be placed on the individual’s personal file and the original must be given to the individual.

You will both need to complete and sign the **PDR Monitoring Form (PDR3)** or complete the **Online submission form (PDR3a)** or if you have access input on ESR self-service.

***Remember to keep the discussions and paperwork confidential***

## **Guide to Training and Development Activities**

### ***Introduction***

There are a variety of training and development activities that can cater for the individual’s varying development needs and objectives to be achieved – ***Training courses are not the only option.***

Here are a few examples of some training and development activities to help when you are producing the PDP:

<b>Personal Development Review (PDR) Policy</b>		
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## **Action Learning**

This involves a group of peers who meet to share work-related issues and gain input from the others on possible solutions. It is a powerful problem-identification and problem-solution method that has the added benefit of building a team. The group learns to trust and communicate effectively. Group members rotate or take turns in the role of problem-owner and facilitator, and so develop meeting, leadership, presentation and facilitation skills.

## **Coaching**

Coaching is a highly effective, on-the-job activity - mainly due to its immediacy, flexibility and 'on the spot' application. Waiting for a formal session may mean that the improvement or development opportunity has been missed. Coaching is always one-to-one and can be used peer to peer as well as manager/employee.

Coaching will include: stating objectives, demonstrating by example, taking a step-by-step approach, giving clear guidance, allowing for practice and for errors, seeking to learn from errors and improve rather than blame, giving positive reinforcement, enhancing others' self-esteem, asking for feedback, pointing out strengths and improvement areas, establishing follow-up.

## **Delegation**

Delegation is definitely an on-the-job activity. It consists of entrusting part of your responsibilities, power or function, (tasks that you would have carried out) to another. It is more than just assigning work, it means making people accountable for results, and giving space to make decisions about achieving results. Delegation never relieves you of responsibility, it is not abdication. It is a process of passed-on responsibility. You should be supportive, guide and accept that delegation must allow for failure. Learn from failure rather than resort to blame. Delegation is a useful (and often misused) tool for developing employees to take on responsibilities at a higher level.

## **Demonstration**

A highly visual on or off the job training method in which you can show someone how to do something and then they are given the opportunity to do it themselves under guidance. This is useful for all kinds of practical activities.

## **Instruction**

This is a method which breaks down the task into a series of presented or demonstrated steps or stages, explained either one to one or in a group. As for demonstration, it is useful for practical activities and can be on or off the job.

## **Mentoring**

Mentoring is where an individual agrees to form a working relationship with another, more experienced individual who acts as a guide to listen, help identify and solve problems. Mentoring skills such as questioning and listening are crucial for the process to work effectively. The Mentor does not solve issues for the individual, rather encourages the individual to think through and explore issues often in a broader context, and develop own solutions. *Refer to the Trust Mentoring Policy.*

***Shadowing***

This involves a short-term attachment to someone in the workplace to develop skills, knowledge and understanding. The Individual does not take on the duties of the other person, but rather ‘shadows’ or watches, listens, questions, as the other performs the job. Shadowing is a useful and cost-effective development tool, but the ‘shadowers’ job needs to be covered. Clear objectives need to be set for the process and reviews to track progress need to be built in. Shadowing can be with a peer or at any level of the organisation.

***Training and Educational Courses***

Reference may be made to the Trust Training Directory, any relevant training provided by partner organisations, The Trust Study Leave policy.

These are used to build knowledge, skills and understanding. Courses can vary in length from short half-day awareness sessions, to three or four academic years or modules of study. Courses can be ‘in-house’ using an organisation’s own or external trainers, with groups of participants from the same organisation. Benefits of in-house training are cost-savings and team building as opposed to elective or external courses attended by individuals. External courses are a mixture of participants from a variety of organisations, where there is benefit from mixing with and sharing differing experience. The appropriateness of attending training or educational course will vary according to the individual, the job requirements, the agreed short, medium, or longer term objectives, and the organisational objectives.