PERFORMANCE & DEVELOPMENT REVIEW (PDR) POLICY

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<th>Owner</th>
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<td>Date Written</td>
<td>February 2018</td>
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1. INTRODUCTION TO THE PERFORMANCE & DEVELOPMENT REVIEW

A Performance and Development Review (PDR) provides an opportunity to reflect upon an individual’s performance over the year and identify targets and development plans for the next year. It also provides support for setting targets for individual roles, planning development and evaluating individual performance.

Every member of staff is important to the Service and the PDR process is the ideal opportunity for managers to recognise their contribution and identify any required improvements and development needs.

2. TIMEFRAME FOR COMPLETION

A PDR is mandatory for all members of staff. It should take place between the months of April and June of each financial year to support the Service’s workforce planning cycle. Line managers should ensure that individuals are given adequate time to prepare for their Review. This will help them to reflect on the past twelve months and give thought as to the areas in which they may require support or development.

Interim PDRs can be completed to review performance during a temporary promotion, for ‘return to work’ purposes, after long-term absence, for Grey Book staff returning to full operational duties from a specialist role and at any other time deemed necessary by an individual or their line manager. It is also recommended that when an individual moves from one section / watch / station to another, an appraisal be conducted prior to the move, which can then be taken with them to their new post. Arrangements should also be made to conduct appraisals with employees shortly after their return from maternity/paternity leave.

3. ADMINISTRATION

Whilst it is the responsibility of the individual and line manager to ensure that the PDR takes place and is recorded. The HR Team will be responsible for coordinating and administrating the process Service-wide.

4. ORGANISING THE PDR MEETING

The line manager who is conducting an individual’s PDR must arrange for the PDR to take place at a mutually convenient time, allowing for sufficient preparation time. It is important that the person who is being reviewed has sufficient notice to allow them time, before the meeting, to consider what they wish to discuss and see recorded in relevant parts of the Performance & Development Review form (PER 51).

The line manager will also need time to consider the different parts of the form in the same way so that all areas can be discussed during the meeting.
5. AREAS COVERED DURING THE REVIEW

The content and discussions that take place during a PDR should not come as a surprise to the individual. The PDR is a two-way process involving an open discussion between an individual and their line manager.

Performance and Development Reviews are essential for the effective management and evaluation of staff. They help to develop individuals, improve organisational performance and also feed into section and team plans. They are important for staff motivation, attitude and behavioural development, communicating and aligning individual and organisational aims as well as helping to foster positive relationships between management and staff.

The areas covered during the PDR are relevant to the individual and section/team plans. The Performance & Development Review form contains different sections (see below) which should be discussed during the meeting. These are the minimum requirements; if there are other areas that need to be discussed these should also be included and recorded within the document.

During the discussion the following sections of the Performance and Development Review Form should be covered:

**SECTION A – Review of Objectives from previous Performance and Development Reviews**

Previous PDR forms should be accessed from Firewatch prior to the current PDR taking place and the action plan should be reviewed. Any objectives that have been set during the previous PDR, together with progress made towards achievement against any timeframes set, should also be discussed. These may have been completed, in which case the final outcome should be recorded. If an objective has not been achieved, the reasons for this should be recorded as well as describing how the objective will be met. There may be some barriers that need to be addressed before the objectives can be achieved and there could also be a link to the individual’s development needs.

**SECTION B – Personal Resilience**

HFRS proactively promotes a positive health culture and recognises the value of the health and wellbeing of its workforce to the current and future health and success of the Service. The Service places a high value on both physical and mental health. It acknowledges that mental health problems have many origins, including stresses both in and outside the workplace. It is recognised that domestic factors (such as family problems, financial difficulties, housing, and bereavement) may also add to levels of stress experienced by employees.
This section should be used to consider areas which may impact on personal resilience and wellbeing. This is an opportunity to discuss personal matters, both work related and otherwise, particularly if a situation is affecting work performance. However, it is appreciated that employees may not wish to discuss certain matters with managers therefore other routes are available. Individual employees need to be aware of their own range of feelings and reactions to stressful situations, their personal methods of coping and learning from past experience.

SECTION C – Principles and Behaviours

January 2017 saw the introduction of the Service Principles and Behaviours following extensive staff engagement. Every member of staff is important to the Service. The performance and development review process is the ideal opportunity to discuss individual performance and for giving feedback (praise and areas for development) not just in terms of technical competence but also in terms of an individual’s attitude and behaviours whilst carrying out their work.

There is a section for each Principle where the individual will be assessed, based on the descriptors provided. There is not a requirement to assess against each individual behaviour. However, these should be considered in determining the most appropriate descriptor for the Principle being discussed. A box is provided in order to make comments which will support the decision for the appointed descriptor. This comments box must be used to give evidence for positive feedback, and where necessary, development needs. Any development needs should be supported with actions for improvement.

SECTION D – Technical Competence

Discussions should take place about the individual’s skills and underpinning technical knowledge which should be maintained for them to demonstrate the technical competence aspects of their employee specification or job description.

The individual’s training record should be reviewed and checked to ensure that all training as prescribed by the organisation and which is applicable to the individual’s role is up to date. This will include central training courses and any other risk critical training, either delivered locally, centrally or outside of the organisation. If the records indicate that the required training is not up to date, discussion should take place as to how the training will be accommodated within the required timeframe and recorded in Section F of the PDR form.

Areas of good performance should be recognised and recorded as well as areas where an individual may not be performing to expectations. There may be certain barriers to effective performance which can be explored and solutions sought.
Discussion should take place around an individual’s commitment and extra responsibilities carried out. These may be areas that are additional to their normal work requirements, such as trainer / instructor, deputising for other people or taking on management or leadership responsibilities. Activities which are performed outside of normal day or shift duties may be discussed if they are relevant to the individual’s role or potential future roles.

SECTION E – Development

This section should be used to identify any development activities. The relevant Employee Specification as well as local training needs should be used to determine requirements. This should be separated into those required within role and those to support any changes in role. Changes in role include promotions, transfers and retirement. In the case of promotions and transfers, the relevant Employee Specification for the new role should be used to assist in determining a development plan.

Discussions should take place regarding an individual’s interest and potential to progress into a different role or promotion to a more senior position. The manager should comment on the individual’s suitability to be considered for progression or promotion, taking into account all of the areas within the PDR. Account should also be taken of the information required within the Internal Application form (PER 34). There may be areas that will require development before the individual enters a promotion process. These should be discussed and appropriate solutions and time frames agreed. If the individual submits an Internal Application form, a copy of the most recent PDR must be attached to this.

Development can take many different forms and will not always result in a prescribed training course. Examples of how this may be facilitated are:

- Individual learning / Self study
- Change in behaviour
- Coaching / Mentorship
- Local training provision or support
- Central training provision or support
- External training provision

Any centrally provided / funded courses will be considered as part of the Service-wide Learning Needs Analysis. Service-wide requirements will need to be costed and compared against annual budgets before any courses are approved. Therefore, both line managers and those being reviewed, should be aware that non-essential courses requested are subject to availability and financial constraints.
SECTION F – Action Plan

All development areas discussed in any of the previous sections should be recorded to give a clear overview. This will require the recording of the exact area that has been identified and how it will be addressed, either locally or through referral for consideration of an organisational solution. The timeframe for the activity to take place and target date for completion should also be recorded.

It should be remembered that it may not be possible to cater for all development needs which are outside the individual’s current role / job due to organisational requirements. Priority should be given to areas which are considered to be risk critical or are essential within an individual’s current role/job.

6. LINE MANAGER AND EMPLOYEE COMMENTS

The line manager should summarise the outcomes of the review in this section. A space is also provided for the employee to make comments.

The form should then be signed by the Line Manager and the Employee before being countersigned by an appropriate manager. This may be the Line Manager’s Line Manager, Section Manager, or other designated Senior Manager.

7. RECORDING

The PDR meeting and any outcomes should be recorded correctly using the Performance & Development Review form. On completion, the typed form should be submitted by email to the Service Support Centre to be uploaded onto Firewatch. Alternatively, hand written forms can be scanned and saved. The saved name of the completed form should include the term ‘PDR’ as well as the date and the name of the person it relates to i.e. ‘PDR / Name / Date’. This will ensure that any of the information recorded can be accessed for future meetings or for reviewing individual development plans. This approach will ensure that the information is available to new line managers following a change in role or location.

Station and Heads of Service will be responsible for collating training course requirements for the Station or Section using the PDR Station/Section Returns form (PER 51A).

These should then be forwarded to the Service Support Centre. All returns will then be collated by the Organisational Development and Training teams as appropriate.
8. QUALITY ASSURANCE

The first stage of Quality Assurance sits with the counter signatory. The manager who counter signs the PDR form should check and approve the content of the form.

Examples of this QA include:

- PDR’s are completed within the specified timescales
- Paperwork is accurate and complete
- Ensuring the amount of written comments are sufficient
- Ensuring the quality of written comments
- Checking eligibility for requested training courses

The second stage of Quality Assurance will be carried out by Human Resources. This will consist of an annual spot check of a random sample of PDR forms once they have been submitted.

9. DISAGREEMENTS AND APPEALS

If there is any area where the manager and individual fail to agree, the opinion of a third party should be sought. Where possible, the third party should be a member of the relevant local management team. If this does not resolve the disagreement, advice should be sought from a more senior manager in the line management structure. Having taken into account the opinion of a third party and taken advice from a more senior manager, the line manager should then make the final decision. If the individual is still aggrieved by the decision they may use the grievance procedure to pursue their disagreement.

If you require further guidance on this document please contact your Human Resources Service Partner.