



PERSONAL DEVELOPMENT REVIEW POLICY AND PROCEDURE

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1. About this policy and procedure

1.1. This procedure describes the policy and procedure for undertaking Personal Development Reviews (PDR).

1.2. The PDR policy applies to employees of St George's, University of London, who have completed their probationary period and have been confirmed in post. This also includes employees who are due to retire or are approaching the end of a fixed term contract. It does not apply to employees serving their probationary period. PDR does not apply to those with an honorary or emeritus title, agency workers or self-employed contractors. Employees with an honorary consultant post with the NHS should have a joint appraisal with an appraiser from the relevant NHS Trust.

2. Aims

2.1. St George's, University of London is committed to creating an inclusive, supportive and motivated organisation. One of the ways the University supports this is through the PDR process. The PDR process is designed to ensure that employees have clarity in their roles and fulfilment in their jobs, as well as to gain appropriate development to enable them to carry out their role to the very best of their ability. The PDR process aims to ensure that individual's objectives contribute to the achievement of Institute/professional services department plans and ultimately the strategic aims of St George's, University of London.

2.2. This policy aims to ensure that:

- The PDR provides an opportunity for a positive and constructive discussion of an individual's contribution to Institute/professional services department, organisational and developmental goals in the past 12 months;

- Achievements, work outputs and performance are reviewed against an employee's previously agreed objectives at least once a year. There is a review of achievements against academic performance standards (for academic staff only);
- Workplans and objectives for the year ahead are discussed, linked to an employee's professional and work objectives in their Institute/professional services department and overall organisational goals for the 12 months ahead;
- The PDR provides a framework for evaluating and identifying training and development needs. This helps develop awareness and support for organisational learning to improve the effectiveness with which the University is run and managed;
- PDR discussions cover career development within the University and beyond, and that an individual's career aspirations and their potential for development are identified;
- Difficulties or obstacles of any kind are identified, which prevent staff from carrying out their jobs effectively.

3. Equality and Diversity

3.1. The PDR process should not discriminate against any individual or group of employees. The process provides a means of ensuring that everyone receives an appropriate level of support to achieve their potential. It is the responsibility of reviewers to ensure that each review is carried out fairly and objectively.

4. Confidentiality

4.1. The details of the PDR discussion will remain confidential to the reviewer and reviewee, unless both agree otherwise. The completed PDR form should be an agreed summary of the review meeting. This should be submitted via MyWorkplace on the relevant PDR form. Directors of Institutes/professional service departments will be able to obtain reports on completed PDRs within their Institute/department.

5. Policy

5.1. All employees should take part in a PDR meeting annually with their line manager (or nominated reviewer) to discuss all aspects of their work. The aim of the meeting is to review the previous year's objectives and achievements, agree objectives for the year ahead, to discuss any future training and development needs and career planning relevant to the reviewee (employee) and the university.

5.2. PDR meetings will be conducted by the immediate line manager (the Reviewer). In some circumstances alternative managers (a nominated reviewer) may be nominated for this purpose. The reviewer will need sufficient knowledge of the work of the reviewee to facilitate the process of review, reflection, discussion and objective setting. **The reviewer will need to be nominated as the reviewee's line manager within the HR system, MyWorkplace in order to be able to access the PDR form.** Please contact the HR Department (HRhelp@sgul.ac.uk) if a reviewer requires access.

5.3. Each Institute/professional services area is responsible for local arrangements to ensure that review meetings are held between the beginning of January and the end of March each year. The PDR year in review/discussion is the 12 months from the previous PDR review. PDR discussions and reports must be completed in MyWorkplace by 31 March. Different timeframes may apply for Clinical Academics who are bound by NHS review timetables. Directors of Institutes/professional service departments will be able to obtain reports on completed PDRs within their Institute/department to aid tracking of PDR completion.

5.4. Enhancing performance and developing employees is an ongoing process of which the PDR is just one part. Line managers are expected to provide feedback to their direct reports during the course of the year. Regular one-to-ones and a midway review are strongly recommended to provide focus, to review objectives and personal development plans in line with changing circumstances, and to facilitate an ongoing dialogue. The PDR meeting should not contain any surprises and is also an opportunity to recognise an employee's achievements. Face-to-face discussions remain central to the PDR process. The quality, openness and honesty of the PDR discussions are essential and important.

5.5. If there are concerns about performance or attendance, these should be discussed with an employee as soon as possible, using one-to-one meetings or other meetings in line with the Capability Procedure. It is not appropriate for these issues to be raised for the first time in the PDR meeting or on the PDR form.

5.6. The PDR process aims to support St George's, University of London's equality, diversity and inclusion (EDI) focus. PDRs should acknowledge the contribution employees have made to EDI networks and advisory groups enabling personal development outside the parameters of their job role.

5.7. PDR electronic forms are housed in MyWorkplace, to support reporting and monitoring. PDR records are stored in line with Data Protection requirements and only people with an approved need to know will have access to an employee's PDR information.

6. Roles and Responsibilities

6.1. All reviewers and reviewees should update and refresh relevant PDR skills and knowledge on a regular basis and as needed. All new staff will have access to relevant training to conduct quality PDR conversations.

6.2. The Reviewee, ie individual employee:

- will have a PDR discussion with their line manager each year, based on their role and responsibilities at St George's, University of London. To review their overall job role and prepare to discuss activity over the previous year and plan for the forthcoming year.
- should attend a PDR briefing session for reviewees if new to St George's, University of London.
- will take responsibility for preparing for the PDR meeting: to review the previous year's contribution, to draft appropriate work objectives to discuss with their line manager, and to identify their training development needs and plans.
- will collect and provide appropriate information to help review progress against their objectives. Reviewees should also consider opportunities for their professional and personal development at work.
- will complete the PDR form during and following the review, using directions in the online PDR form in MyWorkplace and in the Guidance on Completing a Personal Development Review (PDR).

6.3. Academic staff must also:

- Provide evidence (using the online PDR Academic form) as to how they meet or plan to meet the required academic standards.
- organise any professional or job specific training identified during the PDR as necessary to achieve agreed objectives.
- undertake a joint appraisal with an appraiser from the relevant NHS Trust if a Clinical Academic.

6.4. The Reviewer, ie the person conducting the PDR:

- is responsible for ensuring that a quality PDR takes place; by preparing for and participating in the PDR conversation. They should carry out PDRs with all members of staff who report to them, except that if a line manager has to carry out more than 8 reviews, then they should consider delegating some to a suitable alternative reviewer, where possible. Nominated alternative reviewers must have all the relevant information and should be selected based on their role and relationship with the employee(s) (eg other senior staff, or individuals in supervisory or management roles within the area).
- should access the relevant training to conduct quality PDR conversations. All managers and reviewers are expected to keep their relevant PDR skills and knowledge up to date.

- will reference information relating to the reviewee's role, their progress against the last year's objectives, the proposed new objectives and the individual's areas for professional and career development.
- should familiarise themselves with St George's, University of London's Strategic Plan and their Institute/Department Strategic Plan/Business Plan, with a briefing from their Director if needed.
- should discuss any particular issues arising, including the resolution of workload distribution issues.
- should familiarise themselves with the job role and level of contribution of the person they are reviewing and gather information about this over the previous 12 months. When reviewing someone from a specialist discipline, this may involve consulting with other colleagues who work closely with the individual.
- will provide reviewees with periodic feedback over the period under review, as well as feedback in the PDR.
- will help to identify whether there are any training and development needs for the reviewee.
- will act on any additional issues raised during the review.

6.5. Reviewing academic staff:

- the PDR meeting can be used as an opportunity to discuss individual teaching diaries for members of staff who have teaching responsibilities. Reviewers will check that the reviewee is completing the teaching diary and that it broadly reflects the amount and type of teaching being undertaken.
- the PDR should include feedback to the reviewee on their achievement of the required academic standards.
- review the reviewee's academic role and inform Institute Directors of any issues or concerns.
- discuss readiness for academic promotion and provide appropriate advice and guidance.

6.6. Senior Leaders and Directors (often "Grandparents" – ie the line manager's manager):

- will determine the local approach to PDRs.
- should follow up on agreed outcomes of annual PDR discussions in their area to look for alignment with University strategy, to assess fairness/consistency in process and to identify any themes that may need to be considered or addressed.

- are accountable for PDRs being recorded for all employees annually between 1 January and 31 March¹; normally delegating this responsibility to their senior managers.
- will communicate key information relating to strategy, priorities and objectives to their area Line managers/Reviewers, prior to PDR discussions commencing.

6.7. The HR Department will support co-ordination of the annual PDR process. HR will:

- support recording and reporting of PDRs within the MyWorkplace system.
- provide reviewer and reviewee briefing sessions.
- give 1:1 advice and guidance to individuals relating to PDRs, if required.
- provide support where an area identifies a need to improve the quality of the review conversations.
- provide advice in situations where there is disagreement on the content of PDRs.
- monitor and review the PDR scheme and policy.
- provide relevant committees with feedback on the PDR scheme.
- provide reports as appropriate.
- collate identified generic training and development needs identified through the PDR process and develop appropriate activities to meet these needs.

7. Procedure

7.1. The PDR process at St George's, University of London is supported by this policy, PDR guidance and the PDR templates in MyWorkplace – the Standard PDR form and Academic PDR form - which aim to support a fair and consistent framework for all staff.

7.2. Reviewers and reviewees should prepare for the annual PDR meeting which should allow sufficient notice and time for an uninterrupted private discussion.

7.3. Reviewees should prepare a self-assessment of achievement against their current objectives, as well drafting proposed objectives and development requests for the coming year. Objectives for academic staff (the reviewee) should include where appropriate, milestones and progress required towards attainment of academic qualifications, teaching, administration, as well as research and scholarly activity.

¹ Different timeframes may apply for Clinical Academics who are bound by NHS review timetables.

7.4. At the PDR meeting the reviewer and reviewee (employee) will discuss:

- The employee's performance, achievement and development over the past year against previously-agreed objectives.
- Any changes within the University or difficulties that may have impacted on achievement of the objectives and ways improvements can be achieved.
- The reviewer's qualitative assessment of overall achievement of those objectives and any matters arising.
- Career aspirations and ways to achieve them.
- Personal and professional development needs and ways in which they might best be addressed.
- Key objectives and activities and work allocation for the year ahead. Objectives must be SMART (Specific, Measurable, Achievable, Relevant and Time-bound).

7.5. PDR objectives should be rated. Descriptors for the assessment of achievement are the following: achieved; in progress; no longer relevant; not achieved; partially achieved; unable to achieve.

7.6. During the PDR meeting the reviewer and reviewee will make notes towards their summary comments.

7.7. Where development activities or other needs are identified, these will be considered and taken to the relevant bodies where appropriate.

8. Links to other policies and processes

8.1. University processes feed into an integrated management system. These include Recruitment and Selection – specifically person specifications and criteria-based selection interviewing; Induction; Probationary review; the PDR process; the Promotions process and the Capability process.

8.2. The PDR does not relate to pay, grading or promotion at St George's, University of London and the University has separate procedures and arrangements to manage these. Employees can discuss promotion and career development plans with their reviewer in the PDR meeting and in one-to-ones. Academics will be expected to have an up-to-date PDR when applying for promotion.

8.3. New employees will have their work objectives and development needs agreed under the Probationary period procedure. When the probation period has been successfully completed, work objectives and development needs should be agreed for the remaining months of the year so that a PDR can take place at the next annual PDR window.

8.4. If a Reviewee has any concerns regarding their PDR they should firstly discuss this with their line manager.