



Guidance for Reviewers and Reviewees

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Introduction

- a) The Trust has an approved policy for Personal Development Reviews which is based on the NHS Knowledge and Skills Framework. This guidance should therefore be read alongside the policy

The policy describes the processes the Trust wishes to see implemented but recognises this may not be achievable in all areas until 2009/10. This may be due to the fact that KSF outlines have not yet been developed or agreed within the newly formed Trust or further training of managers is needed in the KSF/PDR process. There are therefore a range of options during 2008/9 which will ensure we make progress and are better equipped to fully implement the full PDR arrangements in 2009/10. These are:

Option 1: To fully implement the PDR process described in the policy where a full KSF outline is available and managers and staff fully understand what is involved.

Option 2: Where only a broad outline is available (i.e. it does not include the areas of application) to use this to help inform the PDR discussions

Option 3: To ensure **as a minimum** that each member of staff has at least one discussion with their manager during the period April 2008-March 2009 to plan their work for the coming year and associated learning needs and prepare a Personal Development Plan. This option will only be available during the above period.

- b) This document sets out separate guidance for each of the above options. It includes a step by step guide for both the reviewing manger and reviewee to the preparation required prior to PDR, the PDR meeting itself and the action needed following the PDR.
- c) Please note that all new PDR/KSF documentation can be accessed via the Trust Intranet service in a folder named "*PDR and the KSF*". This will include:

The PDR Policy
PDR Guidance for Reviewer and Reviewer
PDR Documentation (the necessary forms to complete)
Reflective Learning Log Sheet
Learning Methods for consideration
KSF – What it is and How it works
KSF Outlines (Broad and Full) as and when approved
Learning and Development Funding Application Process and Guidance Notes

GUIDANCE FOR PERSONAL DEVELOPMENT REVIEWS
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OPTION 1
(PDR WITH FULL KSF OUTLINE)

THE REVIEWER

Before the Personal Development Review

- Read through the Trust Service Plan, priorities and objectives, (accessible on the new regional Trust Intranet service) and identify any key performance indicators (KPIs) that will need to be met as part of the reviewee's work objectives. (Please note, some KPIs will already be set for some job roles by senior managers)
- Confirm date and time with the reviewee well in advance
- Set aside plenty of time – you don't want the meeting to be rushed (approx 1.5 – 2 hours)
- Book a meeting venue where the meeting can be in private. There should be no interruptions wherever possible
- Provide the reviewee with the relevant PDR documentation (including guidance notes, and KSF documents) at least 2 weeks before the meeting. Ensure they also have a copy of their last PDR form if they are not a new member of staff.
- Clarify with the reviewee exactly what they need to do before the meeting. Advise the reviewee to do the following:
 - Read the reviewee guidance notes
 - Identify what they have achieved from their last PDR and ensure they collate all relevant evidence to bring to the meeting
 - Make some short notes about their specific areas for further learning
 - Optional -Read the dimension detail relevant to their KSF profile in the "*The NHS Knowledge and Skills Framework (NHS KSF) and the Development Review Process*" (Please note, the Learning and Development team have recently sent a copy of this book to all stations/depots and main offices, however it can be accessed via the local intranet)
- Avoid cancelling the meeting except in extreme circumstances – if this is unavoidable re-arrange immediately
- Revisit the last PDR of the reviewee and start considering their performance against work objectives

During the Personal Development Review

- Ensure you have an up to date copy of the reviewee's job description, KSF outline and a copy of the national KSF manual "*The NHS Knowledge and Skills Framework (NHS KSF) and the Development Review Process*" (also available on the Trust intranet). Please ensure you familiarise yourself with appropriate dimensions and indicators relevant to this post

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- Try and keep the seating casual, but if using a desk sit at right angles to make it less

formal

- Ensure atmosphere is friendly and relaxed; try and put the reviewee at ease
- Explain the format of the meeting at the start
- Discuss the job role and organisational arrangements with the postholder
- Review their progress against work objectives set for previous year
- Record any other achievements made during the year
- Discuss any obstacles that may have prevented them from achieving the work objectives
- Ask open questions to find out about their achievements over the last year, involving yourself in the conversation to let them know you have an understanding of their role
- Listen closely to what they have to say and make notes on your form
- Listen for any issues they may be having difficulty with and find out more by encouraging them to discuss any concern(s) they may have
- Help and encourage them to look for their own solutions
- Give 'Praise' and 'Positive' feedback where appropriate – highlighting any new achievements
- Discuss their Personal Development Plan for the review period and how their learning has been transferred into the workplace
- If you have a member of staff who has met their full KSF outline, please discuss personal development opportunities drawing out specific learning needs to be detailed on the PDP (pages 5 and 6 of the PDR form)
- Consider a discussion on work-life balance
- Give time and opportunities for questions
- Discuss and set the work objectives for the coming year linking into corporate and departmental objectives – keep them 'SMART' (i.e. specific, measurable, achievable, resourced and time bound)
- Link discussions to the examples of application and check they can provide evidence to support their achievement of these levels - examples of evidence could be observational, a written reflective log, written work they have undertaken etc.
- Check their achievement against the indicators in each KSF dimension set for the post and complete Pages 3 and 4 of the PDR documentation (*Recording PDR/Gateway Decisions*). If the PDR is combined with a Gateway Review this should be noted also.
- Remember 'no surprises'
- Identify any learning and development needs that may have come out of the work objectives or to meet their KSF outline
- Summarise the discussion and agree who is responsible for doing what
- Let them know about their valued contribution – if they are doing a good job – tell them
- Consider the date and time for a short interim review, this is in addition to any regular meetings that you may have with your reviewee

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After the Personal Development Review

- Complete the PDR form and give a copy to your staff member to read and agree
Allow your staff time to reflect and make any additions or changes as appropriate
Once agreed both sign and keep a copy. This will be used again at the interim review to check on progress against KSF outline and work objectives
- Following the signatures of the reviewee and reviewer, please photocopy the PDP (Personal Development Plan), pages 5 and 6 of the PDR form, and send to your Locality Administrator. (Not required in 2008/9, these will be identified in 2009/10)
- Between PDR annual meeting dates, please consider meeting with your member of staff at least once for an interim review which will check progress against work objectives and KSF outline targets. (this can be a brief discussion depending on how they are progressing)
- Remember that supporting development and performance is an on-going process not just an annual activity

THE REVIEWEE

Before the Personal Development Review

- Confirm date and time with your Reviewer well in advance
- Your PDR meeting will take between 1.5 – 2 hours
- Your Reviewer will discuss with you where you will meet
- Make sure that you have the PDR documentation, KSF outline and current job description
- Read through the paperwork, making any notes as you go
- Consider and reflect upon your work objectives and PDP from last year
- Collate any required KSF evidence of learning as identified in your last PDR/Gateway discussions (see pages 3 and 4 in the PDR Form)
- The meeting will only be cancelled in extreme circumstances – if this is unavoidable it should be rearranged immediately

During the Personal Development Review

- Take your copy of your last PDR form and your KSF evidence
- Try to relax – remember this PDR meeting is a positive meeting about you – it is your dedicated time with your Reviewer and your opportunity to talk about your current job and your future
- There will be no surprises
- Your Reviewer will want to discuss with you any objectives and personal development plans previously agreed
- You will be asked about your personal and achievements over the last year
- Listen closely to the questions and try to answer them honestly – the questions will follow the form – so it important that you have prepared well
- Share with your Reviewer any difficulties or any concerns you may have
- You will have the opportunity to ask questions and to give any ideas for improvements in your department
- You will discuss your work objectives and look at how you can contribute to these
- You or your Reviewer or both together will set your work objectives for the next 12 months (see page 2 of the PDR form)
- You will discuss your progress against each dimension in your KSF outline and will be asked for examples / evidence of application
- Examples of evidence could be observational by your reviewer, a written reflective log, written work you have undertaken, CPD portfolio's etc
- You will identify the mandatory training that is required for your role
- Additional development will be identified to ensure you are able to meet your objectives and the KSF outline for your post
- You need to make sure you agree who is responsible for doing what
- Consider the date and time for a short interim review, this is in addition to any regular meetings that you may have with your reviewer

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After the Personal Development Review

- Read through the completed form and, if you are happy, sign the form, ensure the reviewer provides you with your own copy
- Keep a check on your objectives and progress against your KSF outline, collecting appropriate evidence of application during the year
- Bring your copy of the PDR form with you to your interim review and any evidence collected to date
- Between PDR annual meeting dates, please ensure you meet (this can be a brief discussion depending on how you are progressing) with your reviewer at least once for an interim review which will check progress against work objectives and KSF outline targets

GUIDANCE FOR PERSONAL DEVELOPMENT REVIEWS

OPTION 2
(PDR WITH BROAD KSF OUTLINE)

THE REVIEWER

Before the Personal Development Review

- Where a Broad KSF Outline is available, (check on the intranet where there is a list of job role profiles) use this to provide a focus for the PDR discussion. **The Broad Outline sets out the relevant dimensions (Core and Specific) for the post and the appropriate levels for each dimension.** If you feel confident in your knowledge of the KSF, you may wish to develop the Broad Outline in conjunction with the postholder, to incorporate the relevant indicators and “areas of application” so that you can develop a full KSF Outline. If so, please check with the KSF/PDR Lead prior to undertaking this work to ensure this is not already in production. If you are advised to develop a full outline, please note that the Trust has arrangements in place to validate all new full KSF outlines, so at this stage the full outline should still be considered draft only. The draft should subsequently be forwarded to the KSF/PDR Lead who will arrange for it to be approved.
- Read through the Trust Service Plan (accessible on the new regional Trust Intranet service) and identify any key performance indicators (KPIs) that will need to be met as part of the reviewee’s work objectives. (Please note, some KPIs will already be set for some job roles by senior managers)
- Clarify with the reviewee exactly what they need to do before the meeting. Advise the reviewee to do the following:
 - Read the reviewee guidance notes
 - Identify what they have achieved from their last PDR
 - Make some short notes about their specific areas for further learning
 - Optional -Read the dimension detail relevant to their KSF profile in the *“The NHS Knowledge and Skills Framework (NHS KSF) and the Development Review Process”* (Please note, the Learning and Development team have recently sent a copy of this book to all stations/depots and main offices, however it can be accessed via the local intranet)
- Confirm date and time with the reviewee well in advance
- Set aside plenty of time – you don’t want the meeting to be rushed (approx 1.5 – 2hours)
- Book a meeting venue where the meeting can be in private. There should be no interruptions wherever possible

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- Provide the reviewee with the relevant PDR documentation (including guidance notes and the KSF profile if available) at least 2 weeks before the meeting. Ensure they also have a copy of their last PDR form if they are not a new member of staff
- Avoid cancelling the meeting except in extreme circumstances – if this is unavoidable re-arrange immediately
- Revisit the last PDR of the reviewee and start considering their performance against work objectives

During the Personal Development Review

- Ensure you have an up to date copy of the reviewee's job description, KSF Broad Outline and a copy of the national KSF manual "*The NHS Knowledge and Skills Framework (NHS KSF) and the Development Review Process*" (also available on the Trust intranet). Please ensure you familiarise yourself with appropriate dimensions and indicators relevant to this post if you intend to use the opportunity to develop the Broad Outline into a draft full outline.
- Try and keep the seating casual, but if using a desk sit at right angles to make it less formal
- Ensure atmosphere is friendly and relaxed; try and put the reviewee at ease
- Explain the format of the meeting at the start
- Discuss the job role, Broad KSF Outline and your local service priorities for the coming year with the postholder
- Review their progress against work objectives set for previous year
- Record any other achievements made during the year
- Discuss any obstacles that may have prevented them from achieving the work objectives
- Ask open questions to find out about their performance over the last year, involving yourself in the conversation to let them know you have an understanding of their role
- Listen closely to what they have to say and make notes on your form
- Listen for any issues they may be having difficulty with and find out more by encouraging them to discuss any concern they may have
- Help and encourage them to look for their own solutions
- Give 'Praise' and 'Positive' feedback when appropriate – highlighting any new achievements
- Discuss their PDR for the review period and how their learning has been transferred into the workplace
- Consider a discussion about work life balance
- Give time and opportunities for questions
- Discuss and set the work objectives for the coming year linking into corporate and departmental objectives – keep them 'SMART' (i.e. specific, measurable, achievable, resourced and time bound
- Remember 'no surprises'

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- Identify any learning and development needs that may have come out of the work objectives
- Summarise the discussion and agree who is responsible for doing what
- Let them know about their valued contribution – if they are doing a good job – tell them
- Consider the date and time for a short interim review, this is in addition to any regular meetings that you may have with your reviewee
- There is no requirement to complete Pages 3 and 4 of the PDR documentation (*Recording PDR/Gateway Decisions*) as this can only be completed if there is a Foundation Outline (the “subset”) or a full outline available (required for the Second Gateway)

After the Personal Development Review

- Complete the PDR form and give a copy to your staff member to read and agree
Allow your staff time to reflect and make any additions or changes as appropriate
Once agreed both sign, and keep a copy. This will be used again at the interim review to check on progress against KSF outline and work objectives.
- Between PDR annual meeting dates, please consider meeting with your member of staff at least once for an interim review which will check progress against work objectives. (this can be a brief discussion depending on how they are progressing)
- Remember that supporting development and performance is an on-going process not just an annual activity

THE REVIEWEE

Before the Personal Development Review

- Confirm date and time with your Reviewer well in advance
- Your PDR meeting will take between 1.5 – 2 hours
- Your Reviewer will discuss with you where you will meet
- Make sure that you have the PDR documentation, KSF Broad Outline and current job description
- Read through the paperwork, making notes as you go
- Consider and reflect on your work objectives and PDP from last year
- The meeting will only be cancelled in extreme circumstances – if this is unavoidable it should be rearranged immediately

During the Personal Development Review

- Take your copy of your last PDR form
- Try to relax – remember this PDR meeting is a positive meeting about you – it is your dedicated time with your Reviewer and your opportunity to talk about your current job and your future
- There will be no surprises
- Your Reviewer will want to discuss with you any objectives and personal development plans previously agreed
- You will be asked about your personal and achievements over the last year
- Listen closely to the questions and try to answer them honestly – the questions will follow the form – so it important that you have prepared well
- Share with your Reviewer any difficulties or any concerns you may have
- You will have the opportunity to ask questions and to give any ideas for improvements in your department
- You will discuss your work objectives and look at how you can contribute to these
- You or your Reviewer or both together will set your work objectives for the next 12 months (see page 2 of the PDR form)
- You will identify the mandatory training that is required for your role
- Additional development will be identified to ensure you are able to meet your objectives and taking account of the KSF Broad Outline for your post
- You need to make sure you agree who is responsible for doing what
- Consider the date and time for a short interim review, this is in addition to any regular meetings that you may have with your reviewer

After the Personal Development Review

- Read through the completed form and, if you are happy sign the form, ensure the reviewer provides you with your own copy
- Bring your copy of the PDR form with you to your interim review and any evidence collected to date
- Between PDR annual meeting dates, please ensure you meet with your reviewer at least once for an interim review which will check progress against work objectives. (this can be a brief discussion depending on how you are progressing)

GUIDANCE FOR PERSONAL DEVELOPMENT REVIEWS

OPTION 3
(PDR WITH NO KSF OUTLINE)

THE REVIEWER

Before the Personal Development Review

- If you feel confident in your knowledge of the KSF, you may wish to develop the Broad KSF Outline in conjunction with the postholder. **The Broad Outline sets out the relevant dimensions (Core and Specific) for the post and the appropriate levels for each dimension.** If so, please check with the KSF/PDR Lead prior to undertaking this work to ensure this is not already in production. If you are advised to develop a broad outline, please note that the Trust has arrangements in place to validate all new broad KSF outlines, so at this stage the outline should still be considered draft only. The draft should subsequently be forwarded to the KSF/PDR Lead who will arrange for it to be approved.
- Read through the Trust service plan priorities and objectives, (accessible on the new regional Trust Intranet service) identify any key performance indicators that will need to be met as part of the reviewee's work objectives. (Please note, some KPIs will already be set for some job roles by senior managers)
- Clarify with the reviewee exactly what they need to do before the meeting. Advise the reviewee to do the following:
 - Read the reviewee guidance notes
 - Identify what they have achieved from their last PDR
 - Make some short notes about their specific areas for further learning
- Confirm date and time with the reviewee well in advance
- Set aside plenty of time – you don't want the meeting to be rushed (approx 1.5 – 2hours)
- Book a meeting venue where the meeting can be in private. There should be no interruptions wherever possible
- Provide the reviewee with the relevant PDR documentation including guidance notes (at least 2 weeks before) clarifying exactly what they need to do before the meeting
- Avoid cancelling the meeting except in extreme circumstances – if this is unavoidable re-arrange immediately
- Revisit the last PDR of the reviewee and start considering their performance against work objectives

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During the Personal Development Review

- Ensure you have an up to date copy of the reviewee's job description
- Try and keep the seating casual, but if using a desk sit at right angles to make it less formal
- Ensure atmosphere is friendly and relaxed; try and put the reviewee at ease
- Explain the format of the meeting at the start
- Discuss the job role and your local service priorities for the coming year with the postholder
- Review their progress against work objectives set for previous year
- Record any other achievements made during the year
- Discuss any obstacles that may have prevented them from achieving the work objectives
- Ask open questions to find out about their performance over the last year, involving yourself in the conversation to let them know you have an understanding of their role
- Listen closely to what they have to say and make notes on your form
- Listen for any issues they may be having difficulty with and find out more by encouraging them to discuss any concern they may have
- Help and encourage them to look for their own solutions
- Give 'Praise' and 'Positive' feedback when appropriate – highlighting any new achievements
- Discuss their PDP for the review period and how their learning has been transferred into the workplace
- Consider a discussion about work life balance.
- Give time and opportunities for questions
- Discuss and set the work objectives for the coming year linking into corporate and departmental objectives – keep them 'SMART' (i.e. specific, measurable, achievable, resourced and time bound)
- Remember no surprises
- Identify any learning and development needs that may have come out of the work objectives or to meet their KSF outline
- Summarise the discussion and agree who is responsible for doing what
- Let them know about their valued contribution – if they are doing a good job – tell them
- Consider the date and time for a short interim review, this is in addition to any regular meetings that you may have with your reviewee
- There is no requirement to complete Pages 3 and 4 of the PDR documentation (*Recording PDR/Gateway Decisions*) as this can only be completed if there is a Foundation Outline (the "subset") or a full outline available (required for the Second Gateway)

continued

After the Personal Development Review

- Complete the PDR form and give a copy to your staff member to read and agree
Allow your staff time to reflect and make any additions or changes as appropriate
Once agreed both sign, and keep a copy. This will be used again at the interim review to check on progress against work objectives
- Between PDR annual meeting dates, please consider meeting with your member of staff at least once for an interim review which will check progress against work objectives. (this can be a brief discussion depending on how they are progressing)
- Remember that supporting development and performance is an on-going process not just an annual activity

THE REVIEWEE

Before the Personal Development Review

- Confirm date and time with your Reviewer well in advance
- Your PDR meeting will take between 1.5 – 2 hours
- Your Reviewer will discuss with you where you will meet
- Make sure that you have the PDR documentation, and current job description
- Read through the paperwork, making notes as you go
- Consider and reflect on your personal against your work objectives and PDP from last year
- The meeting will only be cancelled in extreme circumstances – if this is unavoidable it should be rearranged immediately

During the Personal Development Review

- Take your copy of your last PDR form
- Try to relax – remember this PDR meeting is a positive meeting about you – it is your dedicated time with your Reviewer and your opportunity to talk about your current job and your future
- There will be no surprises
- Your Reviewer will want to discuss with you any objectives and personal development plans previously agreed
- You will be asked about your personal and achievements over the last year
- Listen closely to the questions and try to answer them honestly – the questions will follow the form – so it important that you have prepared well
- Share with your Reviewer any difficulties or any concerns you may have
- You will have the opportunity to ask questions and to give any ideas for improvements in your department
- You will discuss your work objectives and look at how you can contribute to these
- You or your Reviewer or both together will set your work objectives for the next 12 months (see page 2 of the PDR form)
- Your manager may wish to take the opportunity to develop with you the KSF Broad Outline for your post The Broad Outline sets out the relevant dimensions (Core and Specific) for the post and the appropriate levels for each dimension
- You will identify the mandatory training that is required for your role
- Additional development will be identified to ensure you are able to meet your objectives
- You need to make sure you agree who is responsible for doing what
- Consider the date and time for a short interim review, this is in addition to any regular meetings that you may have with your reviewer

After the Personal Development Review

- Read through the completed form and, if you are happy sign the form, ensure the reviewer provides you with your own copy
- Bring your copy of the PDR form with you to your interim review
- Between PDR annual meeting dates, please ensure you meet with your reviewer at least once for an interim review which will check progress against work objectives. (this can be a brief discussion depending on how you are progressing)

Guidance on the PDR Documentation

(Page 1 of PDR Form) - “Background Information”

Where do I find my assignment number?
On your payslip
What is a Reviewer?
A Reviewer is the person designated to undertake your PDR Review.
What is a Reviewee?
A Reviewee is the individual member of staff
What is a pay progression gateway?
In most years, pay progression will take the form of an annual increase in pay from one pay point within a pay band to the next, as there is a normal expectation of progression. At defined points in a pay band - known as 'gateways' – decisions are made about pay progression based on evidence that an individual has developed within the role. For this process to take place, full outlines will need to be in place and staff are following option one. Until the trust has this process fully in place, staff will go through their gateways by default. However, once the KSF is formally linked to pay progression within the trust, payroll will continue to automatically progress staff from one pay point to the next pay point unless Human Resources are notified that a member of staff has not met either their foundation or second gateway. This notification will need to be in writing and sent directly to the Head of Operational Human Resources.
What is a foundation gateway?
<p>This takes place no later than twelve months after an individual is appointed to a pay band regardless of the pay point to which the individual is appointed</p> <p>The purpose of the foundation gateway is to check that individuals can meet the basic demands of their post on that pay band – the foundation gateway review is based on a subset of the full KSF outline for the post. The “subset” represents the knowledge and skills that need to be applied from the outset coupled with the provision of planned development in the foundation period of up to 12 months</p> <p>For staff in their foundation gateway year (see appendix 2 of PDR Policy) there will be an initial foundation gateway meeting within one month of moving into their new post followed by a brief interim meeting within the first six months. The Foundation Gateway Review meeting will need to take place no later than three months prior to the individual's incremental date to allow time for pay progression to be actioned or remedial steps (i.e. further support or development) to be taken where the member of staff is not achieving the required levels as set out in their KSF outline.</p> <p>The only exception to the above will be those new entrants moving into Band 5, where there will be two pay progression reviews. One at 6 months and one at 12 months. This initial year for these staff will be referred to as the “ Preceptorship Programme”</p> <p>These new entrants moving into Band 5 will require a PDR within the first four weeks of being in post, a review at six months and a further PDR at 12 months.</p> <p>The individual's line manager will be responsible for facilitating any support required to meet any knowledge and skill gaps.</p> <p>The Trust areis currently developing a Preceptorship programme, specific to these new entrants</p>

and it will be expected that line managers follow this preceptorship programme when it is launched within the Trust.

What is a second gateway?

The purpose of the **second gateway** is to confirm that individuals are applying their knowledge and skills to consistently meet the full demands of their post – as set out in the full KSF outline for that post. Having gone through the second gateway, individuals will progress to the top of the pay band provided they continue to apply the knowledge and skills required to meet the KSF outline for that post. The second gateway is set at a fixed point towards the top of a pay band as set out in the National Agreement (see table below).

Pay band	Position of second gateway
Pay band 1	before final point
Pay bands 2 – 4	before first of last two points
Pay bands 5 – 7	before first of last three points
Pay band 8	ranges A – D Before final point
Pay band 9	before final point

For staff in their second gateway year, the gateway review meeting will need to be scheduled three months prior to their incremental date and the purpose of this meeting is achievement of the Full KSF Outline and to complete pages 4 and 5 (Recording PDR /Gateway Decisions of the PDR form. This allows time for pay progression to be actioned or remedial steps (i.e. further support or development) to be taken where the member of staff is not achieving the required levels as set out in their KSF outline. Please note this does not replace their normal personal development review in the Trust's PDR cycle.

Depending on the employees incremental date it may be possible to combine the Foundation Gateway Review (for staff completing their first year in post) and the Second Gateway Review (if a member of staff is approaching their Second Gateway) with the full PDR meeting. (See example below).

Example:

A member of staff has an incremental date of 1st August and is approaching their Second Gateway. The PDR policy asks you to schedule their Gateway Review meeting three months prior to their incremental date (i.e. 1st June) – so it would be possible to combine their full PDR meeting with their Second Gateway Review.

As explained above, Gateway Review meetings need to be scheduled at least three months prior to an employee's incremental date – for those staff with an incremental date occurring in August to January the Gateway Review and annual PDR could therefore be combined and undertaken together during the Trust's May – October timescale for PDRs as set out in the table below:

Month Incremental Date Occurs	Month to schedule Gateway Review and PDR
August	June
September	July
October	August
November	September
December	October
January	November

(Page 2 of PDR Form) – “Work Objectives”

What do you mean by a work objective?
<p>This describes the reason or the “why” you are undertaking a particular piece of work. These are usually expressed quite broadly at this stage but will become more precise as you identify the related tasks and success criteria e.g. “ To improve the quality of service to service users” or “To develop more effective ways of communicating with staff “or “ To support the Trust in meeting its performance targets”</p> <p>The PDR process will identify an individual’s work objectives and personal development needs for the coming year. Personal objectives should be derived from the Trust’s wider corporate and individual service objectives .This sharing of objectives is essential. It enables the organisation to share its mission and ensures everyone understands their part within it.</p>
What is a task?
<p>These set out the “how” in terms of what you need to do to enable you to achieve the objective e.g. “ To introduce a new complaints Procedure”, “ To undertake a customer feedback survey” or “ arrange a series of focus group discussions with staff” or “carry out research into effective communications” or “to ensure that yourself and team members and response vehicles are mobile to emergency calls as quickly as possible”</p>
What do you mean by success criteria?
<p>You will need to agree how you are going to measure success in achieving the objective e.g.” to reduce the number of complaints from service users by 25%” or “to improve the return rate of completed PDRs by 50%” “ to ensure all emergency calls are attended within the target performance times</p>
What is an appropriate target date?
<p>Both the reviewer and reviewee will need to agree what is a realistic timescale depending on the complexity of the objective, other work demands etc.</p>
Do I have to complete all the boxes?
Yes

(Pages 3 and 4 of PDR Form) - “Recording PDR/Gateway Decisions”

What do you mean by on-going review?
<p>This means the PDR is not part of a gateway review meeting.</p>
How do I know if this PDR is a gateway review?
<p>This will be established prior to your PDR and your reviewer will notify you in advance if the PDR is to be combined with a gateway review (Foundation or Second). Incremental dates can be found on individual payslips, however the trust are looking to provide reviewers with a process of obtaining this detail via ESR in the near future</p>
How do I know if this a second gateway review?
<p>The second gateway is set at a fixed point, three incremental points below the top of a pay band</p>

<p>How do I know if the gateway has been achieved?</p> <p>This is dependant on you meeting the required levels set out in your KSF Outline (either the full outline (required at the second gateway) or the ‘subset’ (required at the foundation gateway).</p>
<p>Where do I find my KSF outline?</p> <p>Broad outlines this year are accessible via the intranet. If your outline or your reviewees outline is not found from the list on the intranet, please don’t worry, it means that it is either going through the trusts approval process of that we have yet to work with this staff group or individual to develop it. This will happen over the next year and the KSF/PDR Lead or a member of the KSF team will be in contact if necessary to develop it. Obviously if there is not a broad outline for the post in question, then option 3 will be required only. (See page 3 of this guidance)</p>
<p>What do I put in the “Level” and “Level Achieved” boxes?</p> <p>The “Level” refers to the Core and Specific Dimensions within your KSF outline. It describes the agreed level for each dimension that your post needs to achieve to meet either your foundation or second gateway. Each dimension has 4 levels and each level has a title which describes what the level is about. You can look at the dimensions and levels in <i>“The NHS Knowledge and Skills Framework (NHS KSF) and the Development Review Process”</i> book (Please note, the Learning and Development team have recently sent a copy of this book to all stations/depots and main offices, however it can be accessed via the local intranet)</p>
<p>What is a KSF dimension?</p> <p>There are six “core” dimensions which apply to every post. In addition there are a number of “specific” dimensions not all of which will be appropriate to your post (normally you would not expect to see more than seven specific dimensions. Each dimension has 4 levels and each level has a title which describes what the level is about. In addition, each level description has attached to it a number of indicators which describe how knowledge and skills need to be applied at that level. This means that for an individual to meet a defined level they have to be able to show they can apply knowledge and skills to meet all of the indicators in that level.</p>
<p>“ Evidence for Decision”- What do I need to write in this box? What evidence can be included?</p> <p>A brief note of the supporting evidence:</p> <ul style="list-style-type: none"> ▪ Verbal feedback (based on observation) from the manager or others ▪ Written work produced by the individual e.g. Reflective Learning Log Sheet (available on the local intranet) ▪ Electronic work produced by the individual ▪ Records of work (such as minutes/notes of meetings showing the individual’s contribution) ▪ An individual’s portfolio containing such items as reflections on learning/practice <p>Note:</p> <p>There needs to be enough evidence for confirmation of the individual's work against the KSF outline – known as sufficiency of evidence</p> <p>The information should be up-to-date and relevant to the KSF outline</p> <p>One piece of source evidence will sometimes be applicable to a number of “indicators” and will also often apply to other dimensions of the KSF</p> <p>The PDR should not be a “paper chase” – all of the evidence should be available naturally in the workplace as the development review is about what an individual does at work</p>
<p>How do I identify the areas of development</p>

You and your manager will agree which areas (based on your KSF Outline) you have not yet achieved and agree with you what further evidence you need to provide in order to meet the required level for that dimension or dimensions e.g. Negotiating skills. Further evidence of ability to negotiate satisfactory outcomes when faced with different views from other interested parties (Core Dimension 1 - Communications - Level indicator (c))

(Pages 5 and 6 of PDR Form) - Personal Development Plan

What mandatory training do I need to consider?
Mandatory training is Trust, department and role specific, therefore, mandatory training will vary from person to person but examples might include health and safety, moving and handling, infection control or basic life support. A Mandatory Training Matrix has been compiled which forms part of the Learning and Development Policy which will be available on the Intranet shortly.
What is meant by “Depth of Update”
Depending on the nature of the mandatory training it may be that a “refresher” update is necessary rather than the full training.
How do I identify areas for development?
These will come from Page 5 of the PDR Form “Recording PDR/Gateway Decisions”. From the example above, this would mean that “Negotiating Skill development” would be entered here. When identifying development areas for staff registered with professional bodies, please consider any differing development categories that may be required to be addressed as part of continual professional developments (CPD).
Can we put other areas for development in the PDP that are not set against meeting my KSF outline?
The priority will be to provide development to support staff in achieving their KSF Outline. Once this has been achieved, consideration can be given to other forms of development to assist with career development.
What reasons would we need to approach someone else for learning activity
Many options are available (other than attending a training course) to provide development opportunities for staff. It may be appropriate for example (using the negotiating skills example) to shadow another individual who is considered to be effective in this area or someone who could act as your mentor in this area or simply to obtain guidance information or advice as to “where to look”

(Page 7 of PDR Form) - “Learning and Development Undertaken in Past Year”

Where do I find a record of learning and development activity for the previous year?

This will be recorded on last year's Personal Development Plan.

What if this is the first PDP I have undertaken?

If you have undertaken learning and development in a previous role or with a previous employer it may still be appropriate to record that information here if it is relevant to your existing role. If this is not the case, then this form does not need to be completed.

Do I need to complete this if the full KSF outline has been achieved?

Yes. Even where the full outline has been achieved you still need to demonstrate that you are continuing to meet the full KSF Outline.

What do we mean by "apply learning to our work"?

This means explaining how the learning and development you have undertaken will be transferred back in the workplace to benefit either yourself within your current role, your team or the service as a whole. Please consider using the Reflective Learning Log Sheet that is available on the intranet. This provides staff with a template for evidencing learning activities and can be a useful tool in evidencing how learning's have been applied to work

(Page 8 of PDR Form) - "Sign Off"

What sort of comments would you expect from a PDR sign off sheet?

There is no prescribed format. This is simply an opportunity to add any comments you wish to make e.g. how helpful it has been, what, in particular, you will take away from your PDR to reflect on further etc.