


Document Reference:	Document Title: Personal Development Review Policy
Authorisation Date: 24 April 2008	Document Type: HR Agreement
Revision Date: April 2009	Responsible Authority: SPF
Signed off by:	
	

PERSONAL DEVELOPMENT REVIEW POLICY

1. POLICY STATEMENT

- 1.1 The East of England Ambulance NHS Trust is committed to developing its employees. Investing in people enhances the skills of individual members of staff, thereby improving the quality of care provided.
- 1.2 The Trust recognises that every employee has a contribution to make towards its overall success. To develop this contribution, the Trust is committed to a process of reviewing individuals' progress, setting objectives and providing development opportunities. With the introduction of "*Agenda for Change*", the Trust also recognises that each employee, as part of their employment contract with the Trust, is entitled to receive a Personal Development Review (PDR) to enable them to develop their knowledge and skills and progress within their pay band.
- 1.3 A PDR is the process of reviewing, planning, developing and evaluating how the employee is applying their knowledge and skills to meet the demands of the post and what development opportunities have been undertaken and how these have helped the employee to become better at what they do.
- 1.4 The national agreement on PDRs introduced as part of *Agenda for Change*, "[The NHS Knowledge and Skills Framework \(NHS KSF\) and the Development Review Process](#)" set out the framework that NHS organisations should now be operating to ensure staff are appraised against their KSF outline and are able to progress through their pay band via the "Gateways" system.
- 1.5 Implementation of the national agreement, however, needs to take account of a number of factors including:
 - During a period of substantial transition and change, the Trust has continued to promote the PDR process across all localities, teams and individuals, nevertheless it has to be recognised that with the priorities of meeting operation activity targets and financial balance this agenda has not progressed as far as planned during 2007/8 and that further training and awareness sessions will be required to support the implementation of the PDR Policy in 2008/9.

- 1.6 For the above reasons, it is proposed that a phased implementation of the new arrangements be introduced enabling the Trust to move forward in a managed and co-ordinated manner which will ensure that staff as well as reviewing managers feel confident and competent with the process. (see Section 5. below). The overall aim therefore will be to work towards the processes set out in paragraph 2 below, whilst recognising that in some areas this will take longer to achieve.
- 1.7 This policy applies to all permanent staff including those on a fixed term contract other than Medical Staff and Directors who are subject to separate arrangements.
- 1.8 This policy should be read in conjunction with the PDR – Guidance for Reviewer and Reviewee document.

2. OBJECTIVES OF PERSONAL DEVELOPMENT REVIEW

- 2.1 The objectives of the Trust's Personal Development Review Policy are as follows:
- To ensure the employee is clear about their role and responsibilities, their Knowledge Skills Framework (KSF) outline and the key aims of their particular part of our services.
 - To provide an opportunity to jointly review the employee's past experiences and achievements, by facilitating a constructive discussion between the employee and their manager.
 - To jointly review progress made against KSF outline.
 - To jointly agree future work related objectives, clearly linked to the services business plan and the Trust's corporate objectives.
 - To jointly prepare a Personal Development Plan (PDP) to assist the employee to meet the agreed work objectives, to support future development within the knowledge and skills identified in their KSF outline.
 - To increase mutual understanding between managers and employees and have clearly defined roles and responsibilities that can alleviate stress and lead to better working practices.
- 2.2 Reviewing managers are responsible for the personal development of their teams and individuals. The KSF provides a tool to assist in the attainment of work objectives and development opportunities. Additionally it contributes to improved staff morale and communication and encourages a sense of belonging within the Trust. Staff value feedback and should have constructive feedback on a regular basis.

3. PRINCIPLES OF PERSONAL DEVELOPMENT REVIEW

3.1 Underpinning the PDR process there are some key principles which managers are required to adhere to:

- Openness: Every employee should understand and agree everything written about him or her in his or her PDR.
- Confidentiality: All PDR information, except PDP (Personal Development Plans) is private and confidential. However, there may be occasion where this information may need to be shared with other appropriate members of the Trust, but this will be done in consultation with the employee. PDP information will be shared with the Learning Development Unit in order that the Trust can be informed of the larger organisational learning gaps.
- Simplicity: PDR is not about paperwork and procedures - it is about individuals and their achievements and development.
- Ownership: PDR relies on joint commitment between the individual employee and the Trust. To be effective both partners must agree, commit to and own performance objectives and development plans.
- Objectivity: The focus of PDR is on the achievement of agreed objectives and development plans. It is not concerned with individuals' traits.
- Everyone: PDR will apply to everyone with the exception of Medical Staff and Directors who have separate national arrangements; it is not reserved for particular grades or groups.

4. TIMESCALES

4.1 The PDR process follows an annual cycle (April to March) complementing the annual planning cycle. The expectation is that PDRs will take place between May and October of each year (as set out in Appendix 1). The only exception to the PDR cycle will be any member of staff who is in a Foundation Gateway year (see appendix 2).

5. IMPLEMENTATION PLAN

5.1 This policy describes the PDR processes the Trust wishes to see implemented but recognises this may not be achievable in all areas until 2009/10. This may be due the fact that KSF outlines have not yet been developed or further training of managers is needed in the KSF/PDR process. There are therefore a range of options during this year (i.e. 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 this 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: Only where a broad outline is not available on the intranet, option 3 can be followed which is that each member of staff will receive a PDR with PDP.

- 5.2 Each Directorate/Locality Lead will be asked to assess what would be realistic to achieve (in terms of options 1-3 above) during 2008/9 in relation to their particular area(s) of responsibility and will then be held accountable for ensuring this is implemented.

6. FOCUS ON DEVELOPMENT

- 6.1 A key role of the reviewing manager is to ensure the appropriate employee development of their teams and that each member of staff has a realistic and timely development plan.
- 6.2 Reviewing managers should ensure that employees attend mandatory training before committing to other development. Reviewers also have responsibility for identifying and resourcing (where appropriate) development activities (supported by the Learning and Development Unit) and for reviewing and evaluating development actions.
- 6.3 The Trust is keen to ensure that every employee has the opportunity to consider a wide range of learning opportunities (i.e. not solely course driven) and interactions throughout their employment. Managers are encouraged to consider different interventions and promote these to foster and encourage a culture of life-long learning. The focus should be on current and future organisational needs, although they can also include the employee's career aspirations where these are compatible with service/Trust objectives.
- 6.4 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. Its focus is 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. There is only one exception to this, which is in relation to Preceptorship.
- 6.5 Staff joining pay band 5 as new entrants will have accelerated progression through the first two points in six monthly steps (that is, they will move up one pay point after six months and a further point after 12 months) providing those responsible for the relevant standards in the organisation are satisfied with their standard of practice. This 12-month period will be referred to as "Preceptorship" (Please refer to the guidance document).
- 6.6 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.
- 6.7 For staff in their Foundation Gateway year (see appendix 2) there will be an initial Foundation Gateway meeting within one month of moving into their new

post followed by a brief interim meeting. In these cases 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.

- 6.8 For staff in their second gateway year, the gateway review meeting will need to be scheduled at least three months prior to their incremental date and the purpose of this meeting is achievement of the full KSF Outline and to complete pages 14 and 15 of the PDR form included in the PDR Policy. 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.

7. RESOLVING DIFFERENCES

- 7.1 In the event that an individual is unhappy with the outcome of a gateway review, every effort must be made to ensure that the reviewer and the employee attempt to resolve differences of opinion during the gateway review meeting.
- 7.2 Where the post holder remains unhappy, they may raise the matter via the Trust's Transitional Appeals Procedure (Appendix 3).
- 7.3 There is a requirement for the Trust to monitor decisions on pay progression. These requirements are set out in Section 6 of Agenda for Change NHS Terms & Conditions Handbook.

8. EQUAL OPPORTUNITIES

- 8.1 The Trust is committed to equality of opportunity. Personal development plans are an important tool to ensure that every employee has the facility to make the most of their potential.

9. PDR FORMS

- 9.1 A copy of the documentation to be completed as part of the (full) PDR process (i.e. as described in Option 1 above) is attached as an appendix 4. Where a full PDR is not being carried out, reviewing managers should ensure **as a minimum** that they complete the following: "Background Information", "Personal Development Plan" and "Sign Off". Other forms may be used in part or in full if helpful to do so.

10. POLICY REVIEW

- 10.1 This policy will be reviewed annually, or more frequently if significant changes to its effective operation are necessary.

PERSONAL DEVELOPMENT REVIEW**ANNUAL CYCLE (April- March)**

Applies to all staff with the exception of those in their Foundation Gateway year

STAGE		BY WHEN
Stage 1	Trust Service Plan, priorities and objectives published	End of March/Late April
Stage 2	<p>Personal Development Review (PDR) meetings to take place to review achievements from previous year and agree personal objectives together for the coming year</p> <p>(Please Note: For staff in their Second Gateway year, the PDR will need to be scheduled at least 3 month's prior to their incremental date to enable progression through the pay band)</p> <p>It is important that future objectives and performance measures are jointly agreed and staff have an opportunity to influence these.</p> <p>Through the PDR process, employees will have the opportunity for constructive discussion about their progress and an opportunity to comment on their past performance, achievements, KSF outline and development experiences.</p> <p>Discussions about past achievements, future objectives and the KSF outline will lead to the identification of learning and development needs and progress made against the KSF outline. Staff should be encouraged to consider interventions/actions, which will help them achieve these and their longer-term career aspirations, where these are compatible with service and Trust objectives</p>	Between May and October
Stage 3	Personal Development Plan (PDP) forwarded to Learning and Development Unit (LDU)/Local Administrator as appropriate to enable learning needs to be analysed in order to determine learning and development activity for next year (not required until 2009/10)	Between May and October
Stage 4	<p>Short interim review to review progress</p> <p>To "take stock" and briefly review progress</p>	Within 6 months of Stage 2 meeting
Stage 5	Informal feedback about development	Ongoing

PERSONAL DEVELOPMENT REVIEW

Applies to Staff undertaking their Foundation Gateway Year

STAGE		BY WHEN
Stage 1	<p>Initial Foundation Gateway Meeting</p> <p>The employee will be introduced to the KSF Foundation sub-set and full outline. The “sub set” is based on the full KSF Outline and represents what the job holder has to meet in their first year thereby providing a focus for their development in the first year in the post and enabling progression through the Foundation Gateway. This initial meeting aims to ensure that the employee is clear about their role and responsibilities and agree initial work objectives and learning/development needs. By completing pages 11, 12, 15 and 17 of the PDR form included in the PDR Policy, initial objectives and learning/development needs will be discussed and recorded.</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 are currently developing a Preceptorship programme, specific to these new entrants and it will be expected that line managers follow this preceptorship programme when it is launched within the Trust</p>	Within first month
Stage 2	PDP forwarded to LDU/Local Administrator as appropriate to determine and support initial learning and development needs (not required until 2009/10)	Within first month
Stage 3	<p>Interim Review</p> <p>A short interim review meeting provides the opportunity to discuss progress and:</p> <ul style="list-style-type: none"> • review the individuals’ work against the requirements of the post as set out in the KSF Foundation outline • discuss any difficulties the new employee might be experiencing and further support as appropriate • further review development needs and agree how these will be met in the PDP • For those in the Preceptorship Programme, the interim review is a mandatory requirement of the PDR process 	Within first 6 months

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Stage 4	<p>Foundation Gateway Review Meeting</p> <p>The main purpose of this meeting is to assess achievement of KSF Foundation sub-set and to complete pages 13 and 14 of the PDR form included in the PDR Policy. Following the Foundation Gateway review, further PDR will take place within the Trust's normal PDR cycle i.e. between May and July.</p> <p>Please note: in circumstances where the post holder is deemed not to be meeting their foundation gateway, an action plan will be agreed and any further support identified before any decision about deferral of progression can be made. The reviewing manager will set out the action plan in writing to the post holder and arrange to meet further with the post holder. The Human Resource Department should be informed at the very earliest opportunity in order to assist.</p>	3 Months prior to incremental date
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Transitional Appeals Procedure

(This is a previously agreed locally agreed appeals procedure formerly used in East Anglian Ambulance Trust and is to be used until East of England Appeals Procedure is in place)

General Principles

1. This procedure is to be used for dealing with any differences that arise over the local application of the new national agreement to staffs individual pay and terms and conditions of service, including:
 - The application of the payments for working outside normal hours system;
 - The use of local recruitment and retention premia;
 - The regularity of development review;
 - The provision of support for training;
 - The progression of staff through pay band gateways.
2. There is a separate procedure that is to be used for resolving any disagreements that arise from Job Evaluation or Matching.

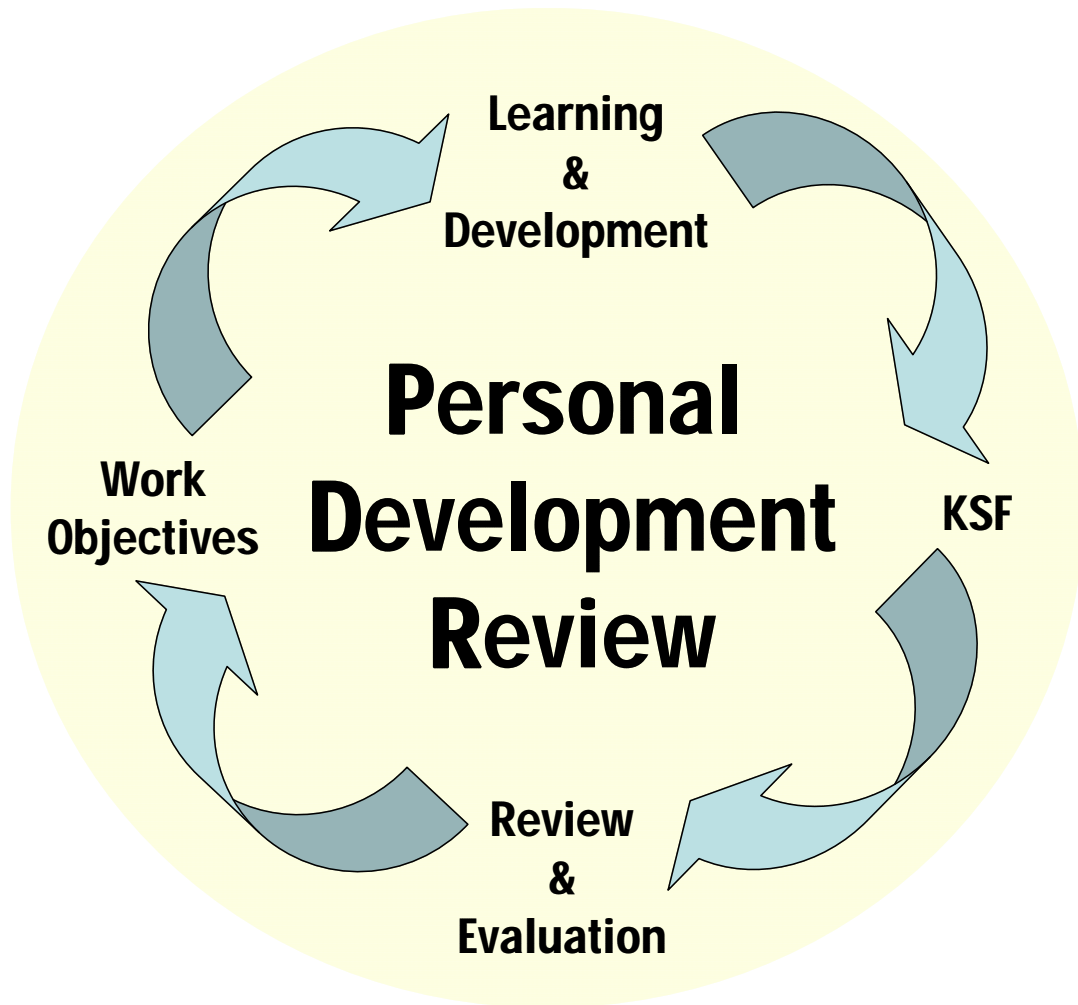
Procedure

3. Appeals must be lodged in writing to the personnel manager (now known as Head of Operational HR) at Headquarters no more than six months after the employee was notified or could otherwise have reasonably been expected to be aware of the decision giving rise to the appeal.
4. The appeal notification must include a statement from the appellant of the nature of the appeal.
5. An HR Manager will nominate a manager to discuss the issue with the employee as a first step in resolving the issue. During this informal stage the employee may be accompanied by a union representative if they wish.

6. If during the informal stage it is agreed, after having considered the issue that the matter can be resolved at this stage, then this agreement will be confirmed in writing by the manager who will also send a copy of that confirmation to the personnel/HR manager. This agreement may include a recommendation that the case should be linked with any similar cases and dealt with by a local review rather than by individual appeal.
7. The informal stage should establish in particular whether:
 - The issue is not based on incorrect information;
 - The issue of concern is not based solely on opposition to the clear terms of the agreement;
 - The issues of concern has already been determined (or is already under consideration) either by the NHS Staff Council, or on local review or in a preceding appeal in similar circumstances;
 - Reasonable attempts have been made to first resolve the issue without recourse to an appeal.
8. If the matter is not resolved by the manager to the satisfaction of both parties then the manager will inform the personnel manager in writing, who will convene an appeals panel.
9. The appeals panel will consist of two members, one manager and one staff side, selected from a list of panellists approved by the partnership board (now known as Staff Partnership Forum).
10. The panel members will be sent a copy of the appellant's statement and a copy of the manager's outcome of the informal stage meeting.
11. If, in the opinion of the appeals panel, they think there would be a benefit in others giving evidence to the panel they will request their attendance at the hearing.
12. At the hearing the panel will hear the appeal from the member of staff, who may be accompanied and assisted by a union representative, and from any other staff that the panel have called.
13. After having heard the appeal, the panel will meet in private to consider the evidence.
14. The appeal panel will submit their recommendation to the Partnership Board (now known as Staff Partnership Forum). The Partnership Board will ratify the outcome and communicate the result in writing to the appellant. If the result affects any other staff, they will be informed of the result.
15. The decision of the local appeal is final and there will be no further levels of appeal. The local appeal panel may however consult the NHS Staff Council on the interpretation of the Terms and Conditions of Service Handbook before reaching a

decision, and should do so where an issue of interpretation is material to the case and has not already been clarified by the council.

16. The decision of the appeals procedure does not establish any precedents beyond the East Anglian Ambulance NHS Trust (now called East of England).



Background Information

Year under review (April – March)	
Employee name	
Job title	
Assignment number (to be found on payslip)	
Directorate	
Reviewer name and job title	
Is a pay progression gateway applicable at this review? If yes, is this a foundation or second gateway?	

Work Objectives: April 2008- March 2009

Objective (i.e. why you are doing this)	Tasks (i.e. what you need to do to achieve your objective)	Success criteria	Target completion date(s)

Recording PDR/Gateway Decisions

Ongoing Review: Y/N	Foundation Gateway Review: Y/N	2nd Gateway Review: Y/N	Gateway Achieved: Y/N	Date of Next Review:
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KSF Dimensions (CORE)	Level	Level Achieved	Evidence for decision	Areas for development in order to achieve <u>the required dimensions, levels and indicators for your KSF outline</u>	Comments
1. Communication					
2. Personal & people development					
3. Health, safety & security					
4. Service development					
5. Quality					
6. Equality & diversity					

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Recording PDR/Gateway Decisions cont.

KSF Dimensions SPECIFIC	Level	Level Achieved	Evidence for decision	Areas for development in order to achieve <u>the required dimensions, levels and indicators for your KSF outline</u>	Comments	
Signature of individual to agree target KSF levels:			Date:	Signature of individual to agree evidence decisions		Date:
Signature of reviewer to agree target KSF levels:			Date:	Signature of reviewer to agree evidence decisions		Date:

Where there are more than five specific dimensions for a job role, please photocopy this form as necessary

Personal Development Plan: April 2008- March 2009

Name:

Post:

Mandatory training required (Please add any specific mandatory training you need to undertake for your job role in this section)	Depth of update	Target completion date

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Areas for Development (Please add areas of development you need to undertake to <u>achieve your KSF outline</u>)	Linked to which KSF dimensions, levels and indicators?	Who do I approach and how do I undertake this activity?	Target completion date

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Learning and Development Undertaken in Past Year

Record and Evaluation

Learning and Development Activity	Relevant KSF dimension	Date undertaken	How will you apply this learning to your work?

Personal Development Review

Sign Off

Your comments about your Personal Development Review

Reviewing Manager Comments

We agree that the information contained in this document is a fair and accurate record of our PDR meeting.

Signature of post holder:

Signature of reviewer: