

NATIONAL PROBATION SERVICE

**PERFORMANCE AND PERSONAL DEVELOPMENT
REVIEW**

GUIDANCE

March 2008

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Introduction to the Performance and Personal Development Review (PPDR)

We all want to get better results from the work we do, as individuals, as teams and as an organisation. Understanding and managing the way we work is essential to doing it better. The Performance and Personal Development Review (PPDR) will help us to achieve this by providing an agreed framework of planned objectives, standards and development and feedback.

In order to be effective, a performance management system must be clear, open and fair. It must also:

- Show clearly how individual, team and business plans and objectives are linked so that we can all focus on what we have to achieve to make a real difference to how our organisation performs;
- Be open so that we know exactly what is expected of each of us and how each of us can work together as part of a team as well as developing the skills we need to meet our personal objectives;
- Be fair and be seen to be fair in supporting the National Probation Service's (NPS) commitment to developing everyone's potential.

Effective performance management systems are based on the understanding that an organisation achieves only through its people, and it is the processes that are most important to managing staff effectively. Significant actions in the staff management process need to be recorded.

NPS has now standardised the forms and paperwork for this process and this guidance contains everything that you need to operate the new Performance and Personal Development Review system for the NPS.

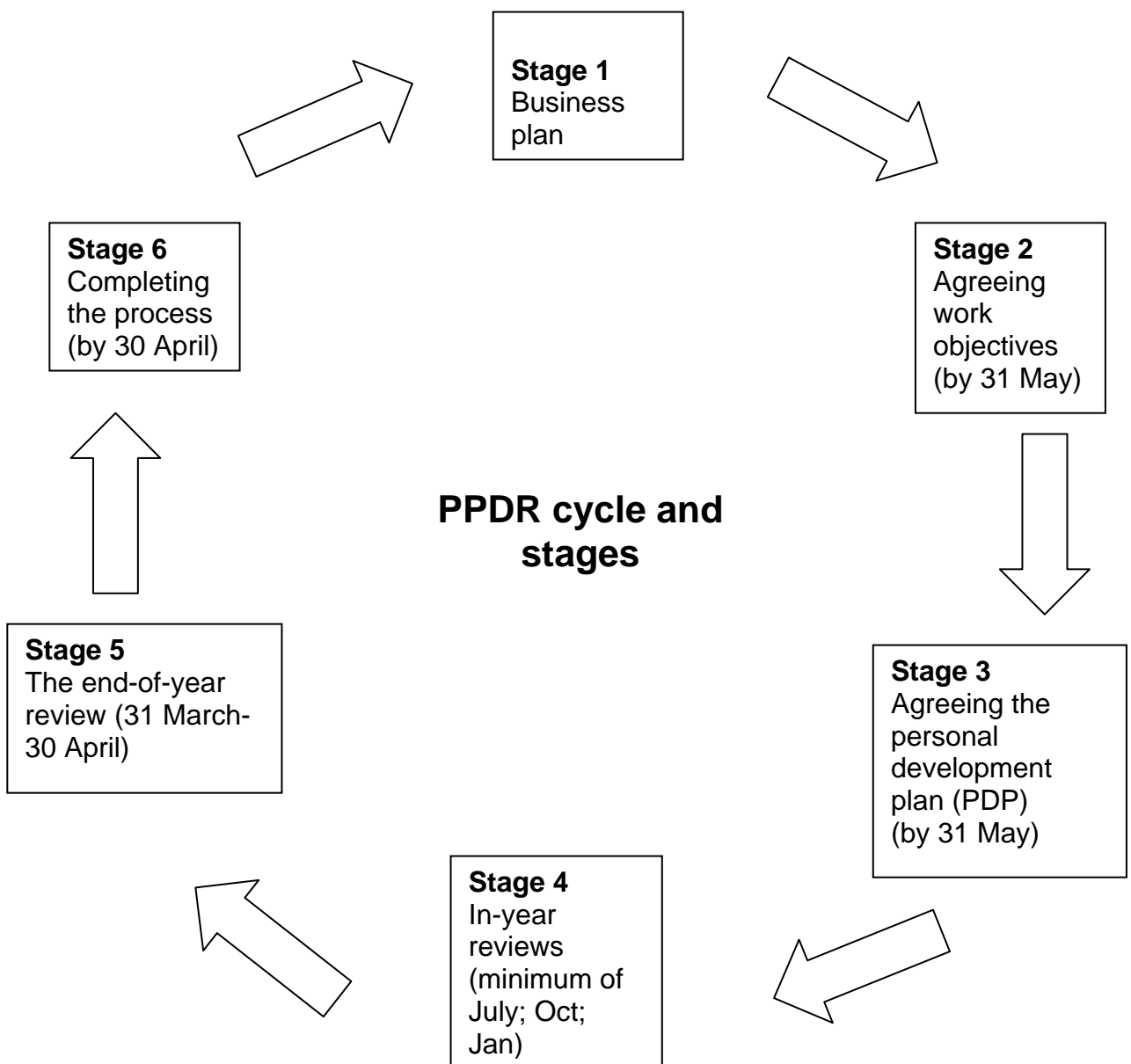
National Occupational Standards (NOS) are externally validated, and developed in consultation with employees, employers, unions, professional associations and other stakeholders. They are valid across the UK. Using NOS as a basis for performance management and review processes ensures that these processes are fair, transparent and equitable. The NOS can be used to provide a clear statement of the areas of work which are key to an individual role, and of the performance criteria for each of these areas, against which performance can be assessed. They also provide a way of mapping learning and development plans arising from performance review onto NOS based qualifications.

For Chief Officer grades, skills will be linked both to National Occupational Standards and factors in the Hay job evaluation scheme.

All staff are responsible for ensuring they are aware of diversity and equal opportunity legislation, and organisational policies, procedures and statements as they are essential to effective implementation of the PPDR process.

In the National Probation Service the performance management year is the same as the business-planning year and runs from 1 April to 31 March. This is a rolling programme and part of an on-going cycle. If there is some uncertainty about the final version of the business plan, then staff should make pragmatic decisions and informed judgements when agreeing work objectives at the start of the reporting year and amend as necessary.

How the PPDR system operates throughout the year:



Stage 1:

Business planning

When: April

Chief Officers take the National Probation Service Aims as their starting point for business planning.

Our Aims

- Protecting the public
- Reducing re-offending
- The proper punishment of offenders in the community
- Ensuring offenders' awareness of the effects of crime on the victims of crime and the public
- Rehabilitation of offenders.

The National Probation Service has a clear, unambiguous remit to be a public service that protects the public, operates and enforces court orders and prison licences, and rehabilitates offenders to law abiding lives.

The PPDR process is an important part of achieving our Aims and making sure everyone is clear about how their work fits into the wider picture. It is therefore vital that all managers and jobholders have access in good time to their relevant business plans, which may be fully or partially informed by any Service Level Agreement (SLA) agreed with the Regional Offender Manager (ROM). These should be available at the time of opening the PPDR in April. However, if there is some slippage the jobholder should see the section of the business plan relevant to her or him as soon as it becomes available.

Stage 2:

Agreeing work objectives

When: by 31 May.

The manager and jobholder should work together to discuss and agree the jobholder's work objectives for the year ahead.

Agreeing work objectives is arguably the most important element of the staff performance management process. If it is not done effectively then the rest of the process is difficult to manage. If there are ambiguities in the objectives and performance standards then they will manifest themselves in the delivery and assessment of performance. It is both the manager's and jobholder's responsibility to ensure that they agree the work objectives together with appropriate standards of performance during the year and that they are recorded on the PPDR form clearly and succinctly.

Individual performance standards based on local business plans, team objectives and National Occupational Standards should be agreed to enable both manager and jobholder to measure the objectives in terms of quality, quantity, time and money. This is part of making the objective SMART. (See **agreeing standards of performance** below.)

What to do:

- The manager and jobholder will need to identify around five to eight work objectives (including the mandatory management objective where appropriate) covering the significant elements of the job and making clear links to the relevant business plan and may include achieving SLA targets.
- Some work will be ongoing and some will be short term.
- For the majority of staff the work objectives will be the same from year to year. What may change is the standard to which the objectives are delivered. This may be as a result of areas for improvement identified over the previous year or as part of a wider drive to improve performance across the team or the NPS.
- What may also change is that there may be specific pieces of work or projects that need to be undertaken during that year or part of the year.
- The work must be described clearly and succinctly (using the SMART acronym below will help). If necessary the objectives plan may refer to other documents that provide more detail of the specific tasks, for example National Occupational Standards. Most staff do not need to have all their duties spelled out in great detail. If the manager and jobholder agree that the objectives plan adequately describes their shared understanding of the work then a brief list may be sufficient.

If a manager and jobholder cannot agree on objectives, the jobholder may wish the countersigning manager to review them. Where reasonable, the jobholder will be expected to continue working to the objective set by the line manager until the issue is resolved. However, full account must be taken of any equality or diversity issues which are raised by the disagreement. All statutory provisions must be complied with as soon as possible. Decisions must be consistent with diversity and equality policies and statements. Where reasonable adjustments are required these must be expedited as a priority and the

jobholder will not be penalised for under performance issues while reasonable adjustments have not been made. Until any reasonable adjustments are made jobholders and line managers will need to agree revised objectives.

Agreeing standards of performance

As important as specifying the work objectives is agreeing measurable, clear standards of delivery against which the performance of the member of staff will be assessed.

Any work that is detailed in the work objectives should be done in a manner that is SMART - **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime bound.

Objective and performance agreeing that is SMART is easier to manage, understand and work to and makes it easier to assess performance throughout the reporting period.

Specific

Do jobholders understand precisely what they have to do to perform this task successfully?

There should be a succinct, clear statement describing the task.

Measurable

Objectives should have standards attached to them. These standards are measured in the following way:

Quality: What should be the outcome? To what standard should the product be delivered? The quality standard is often the hardest measure to define, but it is also often the most important.

Quantity: Is there a measurable output, e.g. number of reports processed?

Time: Is there a timescale? Was the objective met in the time scale and/or at maximum efficiency?

Cost: Was the objective met at lowest cost and/or maximum use of resources? Was it within budget?

The aim should be to have a **minimum of two measures**. However, if there are only time and quantity measures, there will probably need to be a quality measure too in order to make the objective meaningful.

The more measures used, the clearer the expected outcome will be.

Achievable

Objectives should be challenging for the individual but still achievable taking into account the current skills and experience of the individual and their development requirements.

Realistic

Objectives should be within the jobholders' control, taking account of the resources at their disposal.

Take account of elements that may make seemingly achievable objectives unachievable (i.e. shortage of staff, change in work for Unit, change in priorities, etc).

Time bound

This may be through the whole of the reporting period/year, or may be related to a specific time-limited project.

Mandatory management objective

If the jobholder is also a manager, s/he will be expected to deliver a mandatory management objective. It is widely agreed that the success or failure of performance management is down to line managers. Managers play a key role in motivating staff by enabling them to see how their work contributes to the aims and objectives of the NPS. Fundamental to this is the need to regularly review the outcomes and direction of the work being done in order to provide feedback, recognise success and identify and remove barriers to delivery of key work.

The mandatory management objective has been introduced to emphasise how crucial good management is to the business of the NPS. It sets a minimum standard for good practice in the development of staff.

The management objective is as follows:

`To help individuals improve their job performance and develop their potential by ensuring that:

- PPDRs are opened and Personal Development Plans are in place by 31 May or within one month of appointment and completed by the following 30 April;
- Quarterly one-to-one discussions are held to review performance and development and to identify any Access to Work needs and/or any reasonable adjustments which need to be made;
- Diversity and equality are fully addressed throughout the PPDR process and that resulting needs which arise are prioritised.'

Stage 3:

Agreeing the personal development plan (PDP)

When: by 31 May

The ability of the NPS to continue to meet the increasing demands it faces lies with the skills and competence of its staff. That is why development is a key part of the PPDR and should be given equal weight as the performance aspects.

At the same time as agreeing the work objectives, the manager and jobholder should also identify and discuss the jobholder's PDP. The focus must be on equipping the jobholder with skills and abilities for their current job and their current personal objectives. However it is also important to address long-term development needs to enable the jobholder to progress in her/his role.

It is also useful for managers and jobholders to look at last year's performance and development assessments to feed into the new PDP.

Before agreeing the PDP

Before agreeing the PDP, jobholders should be encouraged to think about their work experiences, both in the past and for the future, particularly in relation to any career aspirations they may have. They should think about what they feel they want to learn, new skills they would like to acquire and the direction in which they want to develop.

Agreement of the PDP

During the meeting to agree the PDP, jobholders should be encouraged to give their ideas about what they have learned and what they still need to learn. A discussion should then take place between the jobholder and the line manager in which learning needs can be analysed and an agreement reached about priority areas. The outcome of the discussion will form the PDP. It is important that development plans are jointly agreed. The jobholder must be encouraged to take joint responsibility for her or his own development and for implementing the outcomes of the learning process.

The manager should not agree to any form of development activity unless s/he is satisfied it can take place. The availability of courses or the resources necessary to deliver an activity may first need to be checked before the PDP can be finally drawn up.

National Training Strategy

To support personal development and career progression, there will be an integrated training strategy, linked to annual development reviews and PDPs. The aim is that all jobholders should:

- Have clear and consistent development objectives;
- Be helped to develop in such a way that they can apply the outcomes of the training strategy to their level of responsibility;
- Be helped to identify and develop knowledge and skills that will support their career progression.

Stage 4:

In-year reviews

When: formal quarterly reviews in July, October and January.

It is crucial to effective performance management that the objectives and development plans are regularly reviewed. Performance and development requirements may change, progress needs to be reviewed and feedback given.

Many managers already carry out monthly supervision sessions with all staff. All line managers must hold formal PPDR review meetings at least quarterly and should ensure that dates of review meetings are recorded on the form. At the half-yearly meeting line managers should explain what overall assessment they would be giving and explain their reasoning.

These formal reviews should in most cases be a confirmation of the regular monitoring and review that has been taking place throughout the year but they also provide the opportunity to take time out for a more considered discussion.

- It is good practice to be rigorous in undertaking timely quarterly reviews.
- If anything arises during the year, for example a change in the work required or a performance issue, a review should take place immediately and not wait till the next scheduled meeting. These meetings can be initiated by either the jobholder or the line manager.
- At the review the line manager and jobholder should discuss progress against the objectives and whether any changes need to be made.
- The line manager should also review progress against the development actions agreed and consider whether there is a need for further development actions to be planned or whether actions need to be amended or removed from the plan. If the work objectives have changed this may mean that the development plan also needs to be changed.
- Whenever a development action is completed the jobholder and line manager should assess what benefits have been obtained from undertaking this action. This would involve the jobholder's assessment of whether it was relevant and useful and both discussing any immediate benefits gained, for example, the ability to undertake tasks more effectively.
- Both the jobholder and the line manager should prepare for any meeting by themselves, reviewing the plans and identifying any changes that may be needed.
- The countersigning managers should also be holding meetings to keep themselves up to date with the work their staff are doing so that they can comment on it at the end of the year. They will, of course, also need to comment on how effective the line manager has been in performing their mandatory management objective duties.

- Progress and any changes should be recorded on the PPDR form.

Reviews as learning events

The performance and development review can and should be regarded as an opportunity for learning. Jobholders are required to keep a log as evidence of development.

Learning and development after the review

Development plans should be followed by both the individual and the line manager. Further learning opportunities may be identified and both parties should take responsibility for putting learning into practice, either by developing the jobholder's current role or by looking for opportunities for her or him to contribute in a different way.

Learning also continues informally. When a line manager asks an individual or team to do something, a discussion should take place on how it should be done, and what help, in the form of coaching or training, may be required. After the event, an informal analysis should take place of what went well, or not so well. This can identify further learning needs.

Stage 5:

Completing the end-of-year review

When: between 31 March and 30 April

At the end of the reporting period the jobholder and line manager should meet to discuss achievement against the work objectives and standards, progress against the development plan and to undertake an assessment of the jobholder's competences. The overall assessment of performance against the objectives will result in a performance rating being given.

- Both the jobholder and the line manager must prepare for this discussion by considering the performance, development and the level of competence/ability demonstrated.
- The discussion should begin with the jobholder and the line manager discussing each element of the work objectives and agreeing whether or not it has been delivered.
- If a particular piece of work has not been delivered to the standard required then they should explore why this is. If it is due to factors outside the jobholder's control then this should be noted.
- They should then discuss progress against the development plan. It may be because certain development activities have not taken place that the delivery of the PDP has been affected. These might include whether the necessary support, development or resources have been available to complete the work satisfactorily. If these have not been provided then it may be unreasonable to assess the work as being not achieved.
- They should then discuss the jobholder's competences. Again, if there is a competence area that needs to be developed this may have affected the delivery of objectives.
- Consideration should also be given to the workload of the post and whether this has had any impact on the performance delivered.
- Ideally, the jobholder and line manager should seek to agree an overall performance assessment rating for the year's performance based on the assessments of delivery of the work against the work objectives and the way objectives have been delivered as well as taking the whole job into consideration.

Stage 6:

Completing the process

When: by 30 April

The PPDR is a shared activity and a shared responsibility. As part of an effective performance management system within the National Probation Service, it is essential that line managers in particular take responsibility for developing and supporting their team members.

As one of their own objectives, every line manager is expected to help individuals improve their job performance and develop their potential. This includes opening and completing all PPDRs within the timescale set out here.

All managers are also responsible for ensuring the fairness of the appraisal system and Chief Officers are responsible for monitoring it, particularly in relation to the NPS equal opportunities statement.

Commenting on and signing the assessment

The jobholder and the countersigning manager now have the opportunity to comment on the line manager's assessments.

Jobholder

Once the line manager has made the assessments, the jobholder must be given the opportunity to comment and, if s/he wishes, to discuss any elements with the line manager or countersigning manager.

If the jobholder is still unhappy about any assessment or comments made having discussed the PPDR with both managers, the PPDR should still be completed. The jobholder may pursue any outstanding concerns through their local grievance procedure.

Countersigning manager

The countersigning manager must sign the report, exercising their responsibilities to ensure fairness and consistency and that the Area's equal opportunities policy has been adhered to. They should also look at the PDP; make sure that the in-year reviews have taken place as required; and ensure that the overall performance assessment is consistent with the comments made. Once this is completed, the countersigning manager should return the signed copy of the form to the line manager who should make two copies of the form - keeping one copy for her or his own reference and giving the other to the jobholder. The original should be sent to the Human Resources section as 'Restricted – Staff'.

What next...?

But that is not the end of the process - it is the beginning.

Line managers and jobholders will have learned a great deal from agreeing standards, objectives, core standards and development plans, from monitoring and reviewing progress and from assessing performance and development. They should use these lessons to inform the new PPDR and to agree new work objectives and PDPs.

Roles and responsibilities

Everyone has a part to play in ensuring the fairness and consistency of the process throughout the year.

Jobholders:

- understand what is expected of them during the reporting year;
- with their manager discuss, agree and record their objectives for the year;
- monitor their own progress;
- carry out development action as agreed;
- prepare for, and take part in, the quarterly in-year review meetings;
- participate in the end of year assessment of performance;
- comment on the report, if they wish;
- retain a copy of their PDP and any in-year reviews;
- retain a copy of the completed report for reference.

Line managers:

- ensure that standards are set within the work objectives and the PDP;
- support and monitor the jobholder;
- carry out regular and timely evaluations of all development activities undertaken by the jobholder;
- ensure that the jobholder is properly involved in the review process throughout the year;
- carry out the quarterly in-year reviews;
- complete the end of year assessment;
- ensure that the overarching assessment does not come as a surprise to the jobholder;
- ensure the countersigning manager sees the jobholder's comments on the report;
- ensure that assessments are fair, consistent and objective;
- take a copy of the completed PPDR report for own reference and a copy for the jobholder, and ensure that the original is returned to HR within the timescale set.

Countersigning managers:

- ensure that reporting standards within their area of responsibility are fair and consistent and that all managers carry out their performance management responsibilities effectively;
- keep informed of jobholders' work (the practice of face-to-face meetings is to be encouraged. It is recognised that Area management will need to develop their own procedures);
- aim to resolve any areas of disagreement between the immediate line manager and the jobholder, quickly and fairly;
- they should also satisfy themselves that proper procedures have been followed including the Area's Equal Opportunities and Diversity policies - they are required to comment on this in the PPDR.

Chapter 2	How to complete the PPDR form
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Section A: Personal details

This section should be used to fill in the jobholder’s name, payroll number, job title/band, where he/she works and the date s/he started in the post.

A. PERSONAL DETAILS

Name:	Payroll Number:
Job Title/Band:	Date into post:
Unit/Location:	Period of Review:
Review Type: End of year/On transfer	
Dates of interim reviews:	Date of half-year review:

- If there has been more than one line manager during the reporting year, then all managers should contribute to the overall report.
- Indicate the period under review, for instance 2008/09. If the period is shorter than the full reporting year, you should record the months when the report began/ended.
- Indicate what type of review it is: ‘End of year’ or ‘On transfer’.

Section B: Objectives

Mandatory management objective

To emphasise how important good management and managing diversity are in the NPS all line managers will also have a mandatory objective in staff management.

‘To help individuals improve their job performance and develop their potential by ensuring that:

- PPDRs are opened and Personal Development Plans are in place by 31 May or within one month of appointment and completed by the following 30 April;
- Quarterly one-to-one discussions are held to review performance and development and to identify any Access to work needs and/or any reasonable adjustments which need to be made;
- Diversity and equality are fully addressed throughout the PPDR process and that resulting needs which arise are prioritised.’

Managers should set any additional relevant criteria, for instance, for a new member of staff, or where there are performance issues.

Work objectives

The line manager and jobholder should agree and record the jobholder's work objectives for the year.

Objective setting will be based on

- the annual business plan
- the annual team/unit plan
- agreed priorities attaching to the member of staff's role
- (for new or relatively new staff) needs emanating from the individual's induction programme.

Work objectives	Review of performance
<i>SMART objectives which include in year changes as needed. These should be linked to the Business Plan and National Occupational Standards.</i>	ASSESSMENT (one for each work objective) Exceeded Achieved Not Achieved
	<i>What has been delivered and how has the Jobholder used their skills and knowledge to achieve objectives</i>
	ASSESSMENT

The review of performance assessment is completed either:

- at the end of the reviewing year; or
- as objectives are completed.

The line manager should indicate whether the objective has been:

- Exceeded;
- Achieved; or
- Not achieved

The line manager should write a brief note explaining what was delivered and how the jobholder used her or his skills and knowledge to achieve objectives. If the objectives are 'not achieved' then the line manager should explain why but must obtain the jobholder's consent before referring to personal circumstances.

Section C: Skill set

Key skills for the job	Assessment
<i>Identify the core skills essential for the job from the National Occupational Standards where possible or otherwise the person specification for the job.</i>	1 needs development 2 meets requirements 3 exceeds requirements of the role

National Occupational Standards (NOS) are externally validated, and developed in consultation with employees, employers, unions, professional associations and other stakeholders. They are valid across the UK. Using NOS as a basis for performance management and review processes ensures that these processes are fair, transparent and equitable. The NOS can be used to provide a clear statement of the areas of work which are key to an individual role, and of the performance criteria for each of these areas, against which performance can be assessed. They also provide a way of mapping learning and development plans arising from performance review onto NOS based qualifications.

For Chief Officer grades, skills will be linked both to National Occupational Standards and factors in the Hay job evaluation scheme.

Where the relevant NOS are not readily available, the key skills should be drawn from the person specification for the role.

Section D: Personal Development Plan

Development need(s)	Actions and resources	Review outcomes
<i>Ensure you have discussed: Why development is needed? What improvement or new knowledge or skills is needed and by when?</i>	<i>What method is suitable to develop the required skills and knowledge; What resources are needed?</i>	<i>What has been achieved? What impact has this had on your job?</i>

Development need(s)

Learning and development priorities should be set at the beginning of the reporting year and reviewed regularly so that timely evaluations can be made and new development needs identified.

Actions and resources

The jobholder and the line manager should discuss how the skill can be best achieved. It may be necessary to consider a range of development activities which could deliver the same result.

The line manager and jobholder should work together to consider **all** possible development activities that will develop the learning. Some possible development activities are listed below:

coaching	delegation	placements or job swaps	flexible learning
mentoring	project work	further education	e-learning
shadowing	visits	private study	training courses

This is not an exhaustive list and line managers and jobholders should be alert to possible alternate routes to achieve the same results.

The jobholder and line manager should discuss which activities would be most effective and practical in achieving the competence level required and then plan when these can take place.

It is the responsibility of both the line manager and jobholder to ensure that the development activity takes place.

Review outcomes

Once the development activity has occurred, the line manager **must** ensure that there is both immediate and longer-term evaluation of the learning. S/he will need to comment on what improvement level was achieved.

The development plan is a record for the line manager and the jobholder to refer to during the reviewing year. It is a working document and should be amended and updated to reflect changes during the year.

Diversity issues

All staff are responsible for ensuring they are aware of diversity and equal opportunities legislation, and organisational policies, procedures and statements.

Section E: Line manager's overall assessment

E. LINE MANAGER'S OVERALL ASSESSMENT

Overall comments on the jobholder's performance over the year. This will include any additional evidence of performance against the job description and key work objectives and evidence of demonstrating the key skills criteria.

The line manager should comment here on the overall performance and achievements, and sign to confirm that the PPDR has been completed in accordance with the guidance.

The comments here should reflect the conversations that have taken place during the year. There should be no information here that is new to the jobholder.

Section F: End of year assessment of jobholder's performance

F. END OF YEAR ASSESSMENT OF JOBHOLDER'S PERFORMANCE

Met requirements

Not met requirements

Requirements exceeded across most/all objectives

Line managers are responsible for deciding which performance assessment most closely represents the jobholder's overall performance. They must be prepared to use any one of the three assessments and should not avoid using "requirements exceeded..." or "not met requirements" where it is appropriate.

Line managers should not make a final decision until after the annual review meeting at which they tell the jobholder the assessment they are considering. They should consider **all** evidence in the overall achievement of objectives.

Signatures and comments

Each individual involved in the process now has the opportunity to comment on the assessment and should sign off the PPDR by 31 May.

Name and signature of Line Manager:	Date:
Signature of Jobholder:	Date:
I have been given the opportunity to contribute to the appraisal/make written comments: I do not wish to comment further <input type="checkbox"/> My comments are below <input type="checkbox"/>	
Jobholder's comments: 	
Name and signature of Countersigning Manager:	Date:
Countersigning Manager's comments: 	

Jobholders may (but do not have to) use this space to comment on their line manager's assessments. They should also sign to confirm that they have read and understood the report, that their line manager has held regular one-to-one discussions with them and that they have been given the opportunity to take part in the process during the year.

The countersigning manager is responsible for ensuring that the PPDR form, the comments and the line manager's assessments are fair, consistent and reflect Area policies, particularly our commitment to equal opportunities and diversity. They should take account of any comments from the jobholder and may even decide to discuss the assessment with both parties before completing this section. The countersigning manager should then return the completed PPDR to the relevant line manager.

On receipt of the completed PPDR from the countersigning manager, the line manager should take two copies of the form, keeping one copy and giving one copy to the jobholder. The original PPDR should be sent to HR.

Unusual cases and special factors

Exceptional circumstances

Exceptional circumstances, such as bereavement or a serious illness, may affect a jobholder's performance. The line manager may then give an overall assessment for the standard that would have been reached under normal circumstances. The line manager must obtain the jobholder's consent before commenting on personal circumstances.

External factors

Line managers should consider whether there were any external factors beyond the jobholder's control that may have affected her or his overall performance and must decide whether the jobholder could have anticipated these factors. The extent to which a jobholder has managed these factors will be relevant in deciding the overall performance assessment.

Comparative level of difficulty of objectives

In assessing the overall delivery of objectives, line managers should take account of their difficulty. Acknowledgement should be given for delivering particularly difficult objectives in the line manager's overall assessment.

Attendance

Absences from work due to ill health or extended leave will not necessarily result in a 'not met requirements' assessment. Line managers may, in fact, have to adjust objectives in order to reflect an unavoidable absence after assessing whether the nature and length of an absence will impact on what can realistically be achieved. For further advice see policy and guidance in the NNC model Sickness Absence Management policy, and associated guidance on managing disability related absence.

Reviews on staff with two (or more) line managers

There may be occasions when a jobholder has more than one line manager, for example, project members working across Teams/ Areas. In such cases, only one of the managers will be responsible for completing the PPDR report, consulting the other(s) as appropriate. Reviews must not be completed 'by committee'. The line manager chosen is the one who must decide and take responsibility for the overall assessment marking. Any disagreements must be recorded on a separate sheet.

Reviews by new line managers

A new line manager should consult their predecessor in the role. A line manager who has not been trained should not complete the PPDR.

If the line manager has been in post for less than three months, the jobholder's previous line manager should complete the PPDR. Where the previous line manager is not available, the task falls to the next line manager with knowledge of the jobholder's work.

Transfers and promotions during the reporting period

All periods of three months or more must be reported on. Therefore staff who have changed post on transfer or promotion must have a PPDR completed and forwarded to HR promptly so that a new PPDR can be issued for the rest of the reporting year.

When someone takes up a new post, the line manager must draw up new work objectives and PDP in agreement with them. The new jobholder does not inherit her/his predecessor's work objectives or PDP – these must be individually agreed.

Reviews on staff on probation

PPDRs should only be opened on confirmation of appointment. Probation Boards should continue to use their current report and reviewing system for staff on probation. However, managers should still set work objectives, standards and PDPs for all probationers when they take up post in accordance with any local procedure.