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| New Logo 2 | | Barnardo’s  Corporate Policy |
| **Performance and Development Review (PDR) Policy** | | |
| **Risk Owner:** | Director of People and Culture | |
| **Supported by:** | Employee Relations and Policy Manager | |
| **Date Approved:** | 1 October 2023 | |
| **Date for Review:** | 31 March 2024 | |
| **Distribution** | Internal and external – not confidential | |
| 1. **Purpose** | | |
| Barnardo’s purpose is to achieve better outcomes for more children, young people and families. Our ability to do this is built on the contribution of our colleagues. This policy is non-contractual, and Barnardo’s reserves the right to amend this policy at any time.   This policy aims to ensure that:   * The quality of our work is promoted through the effective management of performance and continuous learning. * Colleagues receive an annual and mid-year performance and development review (PDR), as part of regular performance discussions. * Learning is planned, celebrated and opportunities made available through the 3-day learning commitment (see [Three-day learning commitment | Inside Barnardos](https://inside.barnardos.org.uk/learning-and-development/personal-development/three-day-learning-commitment)). * Colleagues have SMART performance and learning objectives (goals) that support [Barnardo’s Strategy](https://inside.barnardos.org.uk/who-we-are/our-strategy) region/nation/department or local workplans. * Colleagues and managers work in ways consistent with our Values and our [Behaviours](https://barnardosorguk.sharepoint.com/:i:/s/ceo-cos-internalcomms/ETVaoxlREgZNkBDWfCeM6j0BKq8iYPrHXQwb52_VC7eVng?e=5fkKdr) * Equality, diversity and inclusion (EDI) is promoted through a mandatory objective (goal) in line with our EDI [Action Plan 2022 – 2023.](https://inside.barnardos.org.uk/action-plan-2022-2023) * Children’s Services colleagues should build on the existing supervision format located in the [Children’s Services Supervision Policy](https://inside.barnardos.org.uk/childrens-services-supervision-policy) to incorporate an additional focus on performance progress against objectives. | | |
| 1. **Policy** | | |
| **PDR Season** The purpose of the PDR meeting is to reflect upon the past year’s performance and learning and then to take a longer-term view and agree future objectives (goals) and development goals.  2023 will be a transitional year to take us into a new approach to PDRs starting in the autumn, when we will begin the process of moving towards a mechanism for pay progression.  Colleagues employed within **pay grades D, E & F** need to continue with the existing process until March 2024 that includes a mid-year review from October 2023 to monitor progress achieved against objectives (goals) and identify any necessary means of support. Line managers and colleagues should follow the procedure for PDRs (see Section 6) and refer to the [Frequently Asked Questions (FAQs)](https://inside.barnardos.org.uk/sites/default/files/2023-10/PDR%20FAQs%20%28D-F%20grades%29%201%20October%202023.docx), in conjunction with our [behaviours](https://barnardosorguk.sharepoint.com/:i:/s/ceo-cos-internalcomms/ETVaoxlREgZNkBDWfCeM6j0BKq8iYPrHXQwb52_VC7eVng?e=5fkKdr).  The new approach to pay progression will provide regular reviews to measure and recognise progress in relation to role objectives (goals) and behaviours that reflect our core values and commitment to continued learning. This will ensure that our charity wide ambitions towards excellence and implementation of our new behaviours framework is achieved.    From 1 April 2024, colleagues who sit within pay grades D, E and F will see this new approach introduced to their progression journey. However, to ensure fairness, for this year only (from June 24), these colleagues may have their pay automatically progressed\*, unless they are not eligible e.g., due to a ‘live’ formal warning/sanction. \*Subject to affordability. | | |
| 1. **Scope** | | |
| This policy applies to all colleagues directly employed by Barnardo’s who are on pay grades D, E and F and who have successfully completed their probationary period. Please also refer to the “PDR Eligibility” provided later in the policy. | | |
| 1. **Definitions** | | |
| **Performance Development Review (PDR)** is an opportunity for colleagues to reflect on their contributions, achievements and learning and discuss these areas with their manager and to look ahead to future priorities and objectives (goals). However, the review of objectives (goals) and learning should be continuous throughout the year and discussions should take place within supervisions and one-to-one meetings.  **Mid-Year Review (MYR)** takes place between October and the end of December and is usually a shorter meeting to discuss progress and ensure objectives (goals) are on target and remain relevant. It is also an opportunity to discuss wellbeing and determine whether the colleague would benefit from any additional support. | | |

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| 1. **Roles and Responsibilities** | | | | | |
| **Colleagues**  **Line Managers**  **Line manager’s manager**  **People Teams**  **People Strategy & Projects Team** | | Are responsible for:   * Actively contributing to the PDR and mid-year discussion. * Achieving their performance and learning objectives (goals). * Discussing the learning that they have done over the year/review period at the PDR and mid-year review meeting and to think about their future learning prior to the meeting.   Are responsible for:   * Familiarising themselves with the Frequently Asked Questions (FAQs) that accompany this policy. * Treating all colleagues fairly and consistently throughout the process. * Listening to colleagues, promoting a two-way inclusive PDR and mid-year conversation and giving clear feedback. * Agreeing SMART objectives (goals) with colleagues, please see [FAQs](https://inside.barnardos.org.uk/sites/default/files/2023-10/PDR%20FAQs%20%28D-F%20grades%29%201%20October%202023.docx) for further guidance * Encouraging colleagues to learn and develop throughout the year and to fulfil the 3-day learning commitment. * Ensuring our behaviours are appraised for all roles. * Ensuring objectives (goals) are relevant to organisational plans and service delivery and that they are regularly reviewed. * Saving the PDR and mid-year form to the colleague’s electronic staff file. * Logging completed PDRs on Dynamics 365, please refer to the [FAQs](https://inside.barnardos.org.uk/sites/default/files/2023-10/PDR%20FAQs%20%28D-F%20grades%29%201%20October%202023.docx) for further details. * Are responsible for reviewing the quality of PDRs and giving feedback to line managers.   Are responsible for:   * Giving advice and guidance on the PDR policy and procedure. * Making recommendations for PDRs for quality improvement. * Are responsible for reviewing and updating the PDR policy, form and Frequently Asked Questions in accordance with Barnardo’s business needs. | | | |
| 1. **Procedure** | | | | | |
| **Process Stages: Annual PDR and Mid-Year Review**  The stages below broadly apply to the current PDR process and mid-year review. The PDR review provides an opportunity to reflect upon the past year’s performance and take a longer-term view of future objectives (goals) and development, whilst the mid-year review provides an opportunity to review progress halfway through the year and to check if objectives (goals) are still relevant or whether priorities have changed, and objectives (goals) need to be reset.  **Before the Meeting**  The line manager should:   * Ensure the colleague understands the process, has access to the FAQs and the 2023 PDR/mid-year form and is aware of the need to complete and return the required sections prior to the planned review meeting. * Agree any reasonable adjustments needed to support colleagues during the PDR process if possible. * Consider any other specific needs such as any cultural and/or language barriers.   **Colleague’s Preparation**  Colleagues should complete sections 1 & 2 of the PDR/mid-year form and also the Wellbeing Web if they wish and return the information to their line manager prior to the planned review meeting.  **Mid-Year review and/or PDR Meeting**  The conversation at mid-year and the PDR meeting are significant parts of the process and provides an opportunity to reflect upon the past period of performance. The PDR takes a longer-term view of future objectives (goals) and development. The forms are a tool to aid the discussion and can be used as an agenda for the meeting. The meetings are a two-way process of conversation and the areas to be discussed include, but are not limited to:  Supporting you   * Talk about ratings from the Wellbeing Web, if completed. * General “check in” discussion around wellbeing, with appropriate support offered where necessary. * Discuss any work concerns work and explore options of how to address them. * Provide an opportunity to discuss any equality, diversity and inclusion issues including requests or a review of reasonable adjustments or adaptations. * A colleague may also raise any issues of discrimination based on their identity. Managers should discuss the colleague’s concerns/experience with them and explore options to deal with the situation.   Reflection and Learning   * Review previous objectives (goals), focussing on what has been achieved (to date) and how it has been achieved in line with Barnardo’s values and behaviours. * Review of learning and development and 3-Day Learning Commitment.   Future Planning & Continuous Improvement   * For 2023 set performance objectives (goals) with clear links to business plans or workplans. At least one objective must be linked to EDI. Line managers need to work towards an additional goal (objective) that is related to people management responsibility. * Discuss what development and/or support might be needed to achieve these objectives (goals) and if are any reasonable adjustments required. * Plan learning objectives (goals), including developing our behaviours and 3-Day Learning Commitment.   Feedback   * Feedback from the manager, line manager’s manager, other colleagues of stakeholders. * Any additional comments by the line manager or colleague.   The discussion should be focussed on the colleague with appropriate direction and support from the line manager. If clear supervision or one-to-one notes exist where objectives (goals) have been regularly reviewed, only a brief summary or reference is needed on the objectives (goals) section.  **The MYR and PDR Forms**  The MYR or PDR form should be written up as soon as possible after the meeting has taken place and be sent to the colleague for signature. Line managers are encouraged to do this within two weeks of the meeting. Once the colleague has received the form, they are welcome to add any additional comments, in the section provided, and to sign and return the form to their line manager, recommended again within two weeks. Any disagreements should be recorded within the comments section.  For the PDR form, the line manager should send a link of the form to their line manager for review and additional comments. The line manager’s manager should, as far as they are able, review the quality and consistency of the PDRs for their direct reports and raise any relevant issues with the line manager concerned e.g., where the objectives (goals) are not relevant to workplans. They may add comments and should notify the line manager when complete.   * Line managers save the forms to the colleague’s electronic staff file. * Completed reviews are to be logged on Dynamics 365 (refer to FAQs for further details).  **PDR eligibility** All colleagues with one year’s service or more on 1 April 2023 should receive a performance and development review during the PDR season.  Other timing anomalies:   |  |  | | --- | --- | | Changed roles or new in post | The probationary or transition agreement will apply. | | Line manager is new in post | The previous manager or line manager’s manager should be invited to give feedback if possible. Delay the PDR until later in the season. Objectives (goals) may still be set and discussed in one-to-ones prior to the PDR. | | Colleagues with less than 1 year’s service on 1 April 2023 or within probationary period | Colleagues within their probationary period should have a probation or transition agreement to set performance objectives (goals). If the probationary period is complete but the colleague has less than 1 year’s service, performance objectives (goals) should be set in supervision or one-to-one meetings but no PDR is required. | | Maternity/Adoption/Fostering Leave/Shared Parental Leave | Hold the PDR prior to the period of leave or as soon as possible after the return, even where this is outside the PDR season. Use only the sections that are relevant. | | Long term sickness | Hold the PDR as part of the return-to-work process as soon as is appropriate in the phased return to work even where this is outside of the PDR season. Use only the sections that are relevant. | | Fixed term contracts and temporary posts | Use either the PDR or the probation and transition agreement to set objectives (goals) and review performance depending on the length of service and duration in the post. | | Formal stages of the Performance Improvement Policy apply | Delay the PDR until later in the season until the matter is resolved. If the concerns are not resolved the PDR should take place and reference the performance improvement process. Setting future objectives (goals) may be postponed until the current ones have been achieved. | | TUPE transfers | People Teams will advise on any contractual requirement to complete appraisals outside the PDR season during the transfer process.  Ordinarily a transferred colleague will be included in the PDR season. | | Qualified or registered posts | Colleagues in qualified or registered posts with regulatory appraisal or performance management processes, such as teachers, should use the process relevant to their profession. | | Colleagues on secondment | Use either the PDR or the probation and transition agreement to set objectives (gaols) and review performance depending on the length of service and duration in the post. Use the secondment agreement to agree which process will apply prior to the start of the secondment. | | | | | | |
| 1. **Associated Legislation, Guidance, References and Documents** | | | | | |
| Located on Inside.Barnardo’s:   * PDR Form 2023, Mid-year Review Form 2023 and PDR FAQs can be accessed on [Inside Barnardo’s policy page](https://inside.barnardos.org.uk/people-and-culture/performance/performance-development-review-pdr-2023). * Our Behaviours framework [Behaviours](https://barnardosorguk.sharepoint.com/:i:/s/ceo-cos-internalcomms/ETVaoxlREgZNkBDWfCeM6j0BKq8iYPrHXQwb52_VC7eVng?e=5fkKdr) * 3-Day Learning Commitment Guidance [Three-day learning commitment | Inside Barnardos](https://inside.barnardos.org.uk/bu/personal-development/three-day-learning-commitment) * Children’s Service’s Supervision Policy [Children’s Services Supervision Policy | Inside Barnardos](https://inside.barnardos.org.uk/childrens-services-supervision-policy) * Probation and Transition Policy [Probationary and transition periods policy | Inside Barnardos](https://inside.barnardos.org.uk/employee-and-volunteer-support/performance/probationary-and-transition-periods-policy) * Performance Improvement Policy [Performance improvement policy | Inside Barnardos](https://inside.barnardos.org.uk/employee-and-volunteer-support/performance/performance-improvement-policy) * Barnardo’s Strategy [Our Strategy | Inside Barnardos](https://inside.barnardos.org.uk/who-we-are/our-strategy) * People & Culture Strategy [Our People and Culture | Inside Barnardos](https://inside.barnardos.org.uk/our-people-and-culture) * Learning and Development including b-learning platform [Learning and Development](https://inside.barnardos.org.uk/bu/about-bu) | | | | | |
| 1. **Compliance and Oversight** | | | | | |
| * The Risk Owner will ensure that management information demonstrating adherence to and compliance with this Policy is produced and provided to relevant parties as required and on request complete a business self-assessment; * The Audit and Assurance Team will periodically and independently review adherence to and compliance with this Policy and associated procedures and processes across the Charity in line with their approved audit and inspection plans; * People Teams monitoring of general adherence to policy; * Feedback from UNISON and Barnardo’s EDI Networks | | | | | |
| 1. **Document History** | | | | | |
| **Version** | **Date** | | **Author** | **Comments** | **Approval** |
| 1.0 | 14.03.14 | | Policy & Advice Team |  | Agreed |
| 1.1 | 01.02.15 | | Policy & Advice Team | Minor updating for LMBs and timings of APA season from 2015 | Agreed |
| 2.0 | 01.03.17 | | Policy & Advice Team | Policy updated to reflect change from APA to PDR and PDR new form | Agreed |
| 2.1 | 01.08.17 | | Policy & Advice Team | Policy updated to include new mid-year review meeting & 3DLC | Agreed by Head of Policy & Advice |
| 2.2 | 01.04.19 | | Policy & Advice Team | Minor updating regarding terminology, reference to Inside.Barnardo’s and timing of APA season. |  |
| 2.3 | 01.04.22 | | People Strategy & Projects Team | Minor updating concentrating purely on 2022/23 plus introduction of FAQ document and updating PDR form. |  |
| 2.4 | 01.10.22 | | People Strategy & Projects Team | Updates following implementation of D365 from 1 October 2022 and logging of Mid-year reviews. |  |
| 2.5 | 01.04.23 | | People Strategy & Projects Team | Transferred to new template and policy updated to reflect transitional process for 2023. |  |
| 2.6 | 01.10.23 | | People Strategy & Projects Team | Updated to reflect continuation of existing PDR process for colleagues within D-F pay grades. |  |