

**1 2 3 4 5**  
**Living our values**

This is how we do things around here. This is how we Live Our Values.

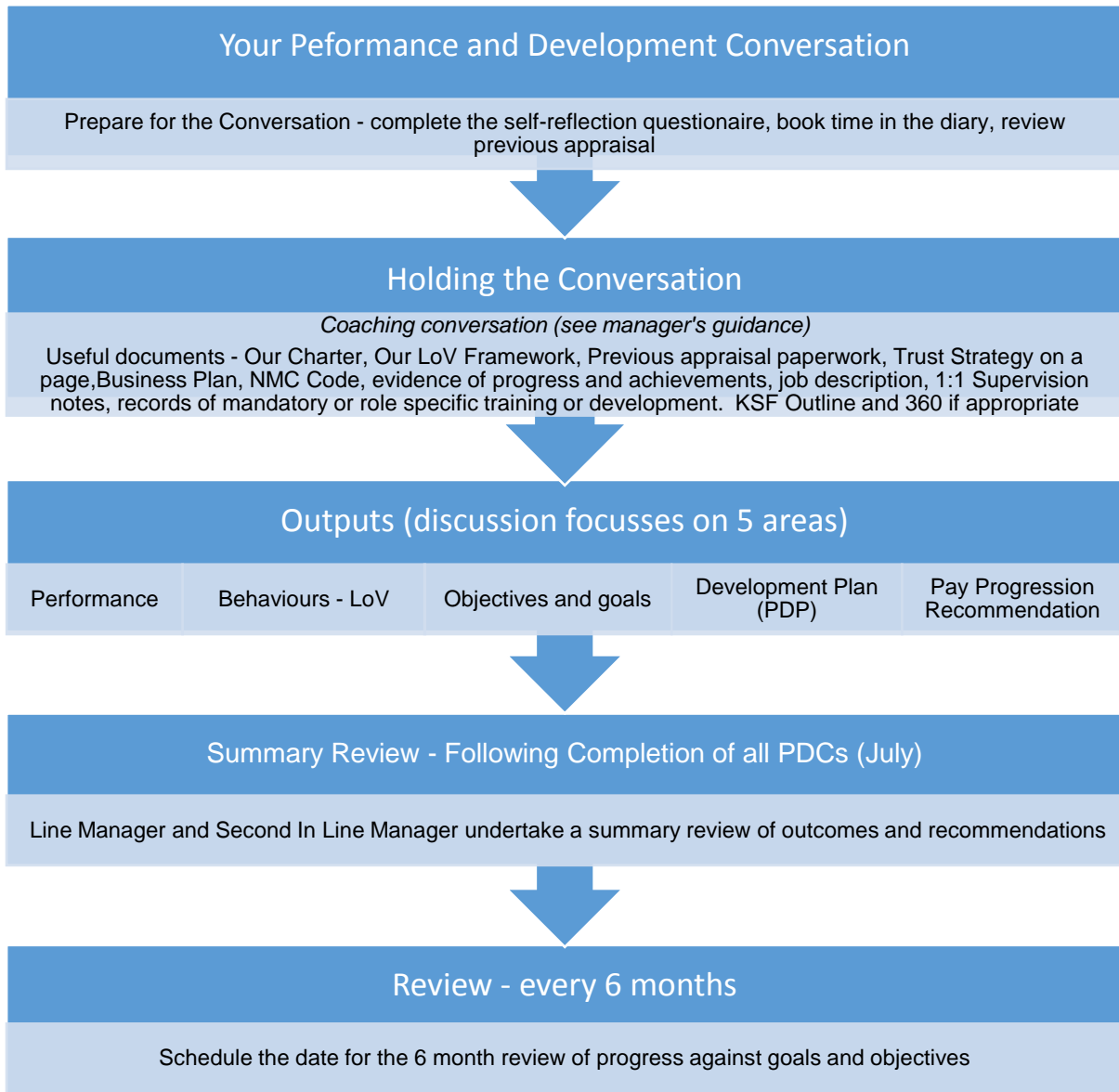
**Performance & Development  
Conversation  
- Manager's Guidance**

## **Manager / Supervisor Guidance Your Performance and Development Conversation (PDC)**

Before you start the PDC please use the following guidance to help you to plan effectively.

- Ensure you have familiarised yourself with the process, **including having attended training if this has not been undertaken previously**
- Ensure all members of your team have been given a copy of the PDC paperwork to help them to prepare
- You should also give your team members individual protected time beforehand to encourage them to reflect on how they have progressed since their last review (referring them to the **self-reflection questionnaires**)
- Consider what additional information and evidence you might need to help inform the discussion – this might include previous appraisal documents, job description, KSF outline or 360 feedback as appropriate) a copy of Our Charter, LoV Framework, the Trust Strategy on a page, Business Plan, NMC Code, notes of any 1:1s or supervision meetings, mandatory training or development or role specific training records, evidence of progress and achievements. **Consider the need for triangulation of information with a relevant professional lead if the person you are appraising is not from the same professional discipline as yourself.**
- Make sure you have time before hand to read through these documents so you as the manager or supervisor are in a good place to be able to have a good PDC
- Ensure enough time is given for the meeting and the time is protected
- Be mindful of the environment where you hold this conversation – use quiet and comfortable surroundings
- Following completion of PDCs for all of your team members you should meet with your line manager to undertake a summary review of all outcomes and recommendations within your team / department / directorate. Please refer to Page 4 of this Guidance for further information. The purpose of this review is to help ensure consistency around the process, pay progression recommendations, objectives, overall observations about how your team are progressing and to ensure that we are nurturing and retaining our talented staff.

*The flowchart on the next page will act as a useful reminder.*



### Developing a Coaching Style

Good Performance and Development Conversations use similar skills to when you have a good coaching conversation. A good manager or supervisor will ask open questions (how, what, why) and help the employee by reflecting back what they are seeing, facts, wider supporting evidence and will also throw in challenge / stretch when testing out assumptions or ideas.

**Adopting a coaching style – hints and tips**

- Greet the individual in an appropriate manner and establish rapport
- Deal with the agenda e.g. the duration of the conversation and any potential interruptions
- Agree what you are going to talk about (the self-reflections, the individual’s performance, behaviours, development and objectives for the next year)
- Agree desired outcome e.g. agreed objectives and PDP and agreement relating to Pay Progression
- Enable knowledge and behaviours to surface to enable reflection for the individual
- Acknowledge areas of discussion, any issues raised and conclusions
- Agree key outcomes and specific actions
- Summarise next steps

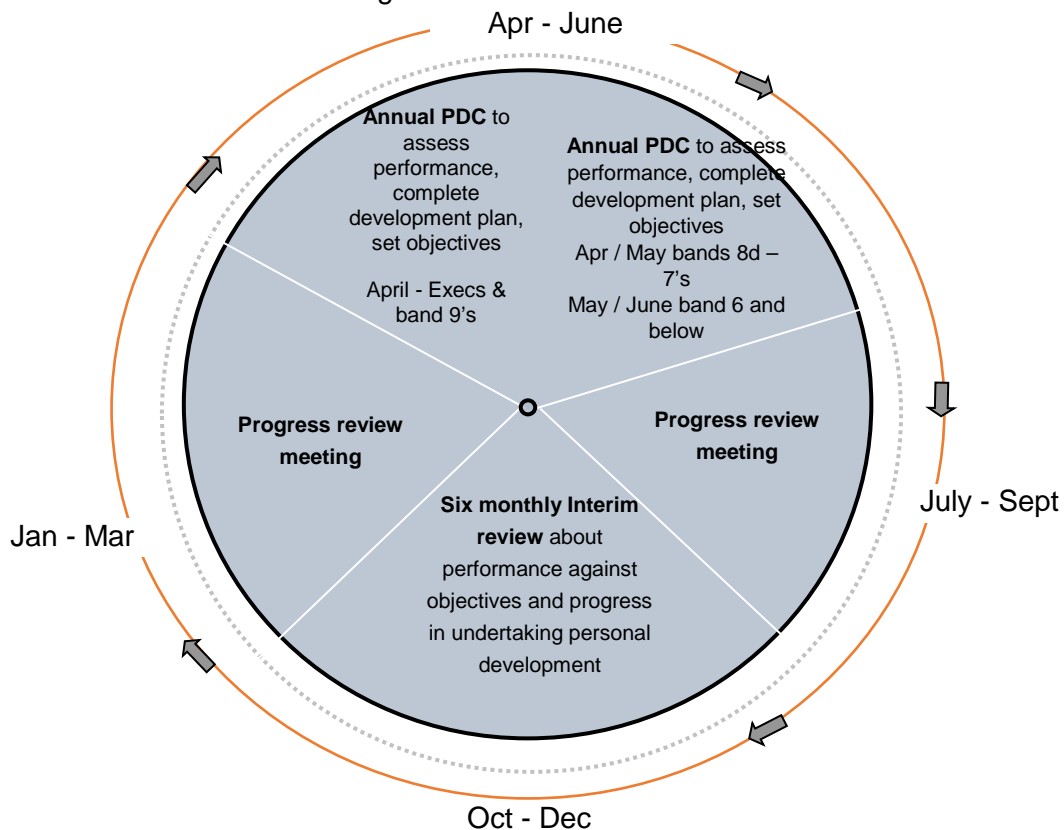
**Evidence Based Behaviour Review (completed by manager / supervisor during PDC)**

This section of the PDC document should be completed by the manager before the conversation takes place but should be discussed openly and honestly during the conversation with the employee. Where you have observed specific examples of behaviour (positive and negative) it is important to share this but remember you should be referencing this when you see it, not just during the PDC.

*Appendix 1 of these Guidance Notes include some useful tips for giving feedback.*

**Timeline of actions for PDCs and the annual review of pay awards**

The PDC process has been streamlined with a structured timeline for the completion of PDCs and this is outlined in the diagram below.



**PDCs and Pay Progression Recommendations / Decisions should be completed as follows;**

**For postholders:-**

**PDC should be completed in:-**

In Executive or Band 9 roles

April, followed by progress reviews and a 6 monthly interim review

In roles at Bands 8a – 8d and 7

April / May, followed by progress reviews and a 6 monthly interim

In roles at Band 1- 6

May / June, followed by progress reviews and a 6 monthly interim review

**Discussion regarding overall performance**

In this section both you and the employee should complete the 'Where am I on the Matrix' evaluation by marking a cross on the Matrix on page 5. You should review and discuss the evaluation your employee has given themselves on the Matrix and add in your own evaluation. Again discussion around this should form part of the PDC.

Please remember, there should be no surprises during the PDC. Any performance, behaviour issue or concern should be raised with the individual as soon as they are observed or raised to give the employee an opportunity to reflect and address them.

The discussion should include referencing both their performance in role (objectives etc) and their behaviour in line with the Living our Values Framework (details of which are included in the PDC paperwork).

**Summary Review Process - July**

Following completion of the annual PDC cycle within your team / department / directorate, you should complete the Grid below detailing the Recommendations for all of your team members. Once the Grid is complete, you should meet and discuss the outcomes with your own line manager.

This Summary Review Process is designed to help ensure consistency around the process, pay progression recommendations, objectives, overall observations about how the team are progressing and to ensure that we are nurturing and retaining our talented staff.

**PDC Summary Review:** Using the separate PDC Team Summary spreadsheet (excel document) insert the names of the members of your team and the overall evaluation rating from their PDC.

Reviewing Manager Name: Team Name:			Summary Figures:	Totals	Team Percentage
			Pink	0	#DIV/0!
			Blue	0	#DIV/0!
			Lilac	0	#DIV/0!
			Silver	0	#DIV/0!
			Purple	0	#DIV/0!
			Green	0	#DIV/0!
Team Member Name	Job Role	Band	Matrix Outcome		

**Key for completion:**

- Silver – Employees here consistently demonstrate the right behaviours and generally always or consistently meet performance expectations/outcomes
- Purple – Consistently exceeds performance and behaviour expectations. Employees potential is truly maximised in current role and they may have the ability to stretch into something new and more challenging, higher leadership or technically skilled, if this is something they want to do
- Blue - Meets performance expectations / objectives but only sometimes meets expected behaviours and regularly demonstrates negative behaviours
- Pink - Demonstrates the right behaviours and values but only meets performance expectations/objectives sometimes
- Lilac – Sometimes meets performance and behaviour expectations and needs targeted support to achieve both
- Green – New to role

## Pay Progression – Manager’s Pay Progression Recommendation

In this section of the PDC you will need to confirm your recommendation regarding the individual’s pay progression, again referencing both performance in role (objectives etc) and behaviour in line with the Living our Values Framework (details of which are included in the PDC paperwork).

*Performance + Values/Behaviours = Overall evaluation*

You should tick the appropriate box to confirm your recommendation which will be actioned at the employees next incremental date. The timeline for completion of PDCs does not affect incremental dates. These remain in line with the employee’s contract of employment.

If your recommendation during the PDC is for pay to progress, assuming overall performance standards are sustained, this will be confirmed immediately prior to the employees next incremental date.

If the recommendation is for pay to be deferred, there is an expectation that overall performance levels are improved and sustained for at least 12 months prior to the next PDC and you should explain this to the employee during your discussion.

**Please ensure that you notify payroll if the recommendation is to defer pay progression.**

### Setting Objectives

When it comes to setting performance objectives, try to limit these to around 6 and think about the SMART acronym; to be meaningful objectives must be clear and precise – if objectives are not understood clearly by both parties, it will make them difficult to measure and deliver.

- **Specific** to the individual
- **Measureable**
- **Achievable**
- **Relevant** and meaningful to the individual
- **Time-bound**

Objectives should consist of a mixture of those designed to stretch or develop the individual and some maintenance objectives and you should give consideration to these before the PDC takes place.

### Personal Development Planning (PDP)

In this section you will need to discuss and agree what learning and development interventions are appropriate or requested in line with the Trust’s Learning and Development Policy (Strategy). Any funding requests will need to be discussed as appropriate with the budget holder or senior manager prior to approval.

### Final Comments

The form allows for comments by both the employee and their manager / supervisor and it is important that this section is completed with honest comments about the process and any particular issues that need to be addressed.

## Appendix 1

### Giving Good Feedback

Giving your team members feedback is one of the best ways to help them develop and be even more efficient and better at what they do. The process of giving feedback can be beneficial if you follow these useful steps:

- 1. Do it early** Too often when someone displays negative behaviour, managers say it's not a big deal. But then the person does the same thing again (and again). The more you delay saying something about it, the more annoyed you'll become, and the less patient and effective you will be when you finally confront the person.
- 2. Avoid shaming** Feedback can cause the recipient to feel shame or a loss of respect, particularly in certain cultures. So plan your approach.
- 3. Focus on behaviour** It is impossible to change someone's personality, but you can ask to change his or her behaviour. The purpose of feedback is not to change someone else, but rather to motivate him or her to have a problem-solving conversation with you.
- 4. Stay on your side of the net** Stick with the facts from your point of view, be behaviourally specific, and state the impact that the other person's behaviour is having on you or a colleague, service user etc. Avoid making "you" statements such as "you never listen to me." Instead try something more constructive like, "I feel unheard when you don't respond to what I've said."
- 5. Be generous** Assume that the other person thinks he or she is being reasonable. Very few people get up in the morning, look in the mirror and say, 'I wonder how I could be a worse colleague today than I was yesterday.'
- 6. Speak to the person's interests** People will consider changing if you speak to their interests. Show them how changing their behaviour will help them and tell them why you are giving them this feedback--for example, you're doing it because you care about their success, or because you are interested in having a productive relationship with them.
- 7. Practice** We have had occasions where we went to give somebody feedback, our intention was good, and then it felt like we stepped in a pile of something pretty unpleasant! Then we don't ever do it again. We don't get better by not doing it again.