

## Performance Development Review (PDR)

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## Policy Statement

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### Summary

**The West Yorkshire Police PDR system is changing, and this policy must be referred to when using the new PDR System within Oracle. As this is a phased implementation, if individuals are still using the WYP PDR system they should refer to the previous PDR policy.**

All officers and staff must take personal responsibility for maximising their performance at work in order to provide a high level of service. West Yorkshire Police (WYP) will support the development of officers and staff by using the Performance Development Review (PDR) system to evaluate and develop performance.

This policy will assist managers in ensuring that the PDR process:

- Is open, honest and transparent;
- Improves or maintains performance;
- Maintains the Standards of Professional Behaviour expected of our employees in line with the College of Policing's Code of Ethics and the WYP purposes and values;
- Encourages employees to take ownership of their own development; and
- Is used as part of the annual performance assessment process and assessment for annual pay progression for officers up to and including the rank of Assistant Chief Constable.

Performance issues for police officers in their probationary period will be managed as per the Police Officer Probationary Service – Managing Performance policy.

Performance issues for police staff in probation will be managed as per the Probationary Procedure – Police Staff policy.

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### Scope

This policy applies to all police officers and police staff (except probationary police officers).

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## Principles

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### General

- An individual's PDR is the property of West Yorkshire Police and all matters relating to performance must be dealt with confidentially.
- Full PDRs must be completed for police officers and police staff, each year, within a 12-week period from the anniversary date of joining.

- The organisation will monitor the PDR completion rates for each district/department.
  - Any performance issues must be raised with the individual when they occur and must not be left until a final PDR sign off meeting.
  - Managers are expected to seek advice from Employee Relations, HR System Support or the Learning and Organisational Development (L&OD) Performance Team when appropriate.
  - All officers and staff have a right to appeal their PDR. See Appeals process.
  - PDRs may be disclosed as evidence in disciplinary proceedings or under court procedures, where it is appropriate to do so.
  - An individual's current PDR rating will be used to determine their eligibility to apply for promotion or an advertised vacancy. For full details refer to the Recruitment and Selection policy.
  - Where an individual is new to a role, they must be assessed using the ratings and evaluated according to the performance expected given their time in role.
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## Responsibilities

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### Individuals

Individuals are responsible for:

- Actively engaging with the PDR process;
  - Recording specific supporting evidence of performance, where relevant, within the PDR system throughout the year;
  - Maintaining appropriate mandatory training and a Continuous Professional Development (CPD) log, as per role requirements;
  - Completing the Integrity Health Check (IHC) iLearn on an annual basis; and
  - Attending or requesting regular check-ins.
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### First line supervisors/managers

First line supervisors/managers are responsible for:

- Ensuring they have undertaken/received the relevant training on how to conduct a PDR and how to use the PDR system;
- Providing visible leadership for the process;
- Acting as a coach and support to their officers and staff members;
- Recognising the importance and value of regular check-ins and conducting these in addition to an annual review with individuals. This is to provide honest, constructive feedback on potential and key development actions by recording specific supporting evidence of performance throughout the year;
- Creating opportunities for individual career growth and development;

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- Ensuring that individuals, particularly new employees, are made familiar with the core values and performance targets of the Force, district, department or team;
- Setting clear objectives with target dates so the individual can understand how they and their team contribute to achieving targets and outcomes;
- Ensuring the information provided in an individual's PDR is reliable and valid;
- Using the National Decision Model to reach objective, justifiable decisions based on impartial performance monitoring by utilising the nine-box grid for the end of year rating;
- Notifying Pay Section on completion of the final annual PDR meeting in relation to the Pay Progression Scheme, where applicable. See Pay Progression Standard policy;
- Checking each individual has completed the Integrity Health Check (IHC) iLearn on an annual basis;
- Identifying and reviewing the individual's skills and qualifications to ensure their occupational and professional competence is retained through examination of their Continuous Professional Development (CPD);
- Raising performance issues with an individual at the earliest opportunity, so they may be addressed and actioned promptly and appropriately;
- Ensuring any individual development plans/objectives are created and updated within the PDR, in order to monitor performance issues;
- Familiarising themselves with the PDR due dates for their team members;
- Ensuring a live PDR is finalised for each team member within the 12-week window;
- Finalising the individual's live PDR before they move to another team or department; and
- Initiating a PDR with relevant objectives when a new member commences as their direct report.

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**New supervisors/managers**

New supervisors/managers are responsible for:

- Familiarising themselves with the core values and performance targets of the district/department and team; and
- Ensuring they have been provided with information about the skills and abilities of their team members prior to completing any PDRs.

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**Second line supervisor/manager**

Second line supervisors/managers are responsible for:

- Ensuring the first line manager is conducting the check-ins as appropriate;
  - Validating the overall process of the first line manager; and
  - Signing off, in a timely manner, once they are satisfied the PDR has been conducted fairly and transparently.
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## PDR – End of Year Review

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### Process

- Managers must diarise an end of year PDR meeting, providing their member of staff with sufficient notice in order that both parties can prepare.
  - Using examples of performance, managers must rate how the individual has performed throughout the year, giving consideration to previous objectives, development plans and any significant additional duties undertaken.
  - The supervisor/manager must check that an Integrity Health Check (IHC) has been completed by the individual within the last 12 months and an opportunity is given to discuss any issues/concerns. This discussion is separate to the performance review but within the PDR must be recorded whether it has been completed by the individual.
  - The PDR is completed by the first line supervisor/manager and the individual, as the PDR is a two-way process and must consist of a two-way discussion. The individual's second line manager is responsible for validating the overall process.
  - Individuals will be able to access their PDR at any time throughout the year and can add comments and upload evidence.
  - When a PDR is signed by the individual, they are signing to show that they have had the opportunity to read its content. They must also state whether they agree with the content.
  - Where there is a disagreement about the ratings being given, both parties must be given opportunity to explain their reasons and provide examples to support their case. If, despite this, a disagreement still exists each party must follow the appeal process.
  - If an individual refuses to sign the PDR it will be electronically signed by a member of the People Directorate and will show that the individual has refused to sign.
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### Ratings

**Please note: for the old WYP PDR system refer to the previous policy.**

- The appropriate ratings that can be given for PDRs using the Oracle PDR system are as follows:

<b>Potential</b>	<b>High potential &amp; ability to progress laterally</b>	<b>Early Promise/ High Potential</b> High potential with a positive impact. Not yet fully competent in all aspects of their role, they may be relatively new to post or have returned from an extended period of absence.	<b>Consistent Performer/ Emerging Talent</b> Well placed and valued performer who demonstrates potential. Acts as a leader and role model within their current role, likely to be well respected with a positive reputation beyond their own team. Meets challenging objectives.	<b>Exceptional Contributor/ Highest Potential</b> Excels in their current role, performing above the required level on a consistent basis. They are likely to be held in high regard by their leaders, team and beyond and make constructive suggestions about how things can be improved for the future. Ready for more responsibility now.
	<b>Potential to progress</b>	<b>Inconsistent Performer</b> Shows some potential but performance is below the required standard. May either be new to role or exhibiting performance gaps in some areas. Focus on the reason for lower performance.	<b>Solid Performer</b> Provides a consistently positive contribution through meeting current performance expectations, valued within their current role. Has potential to keep developing.	<b>High Performer</b> A strong achiever who often performs above the required level. Acts as a role model for others, leading by example.
	<b>Progressing within role</b>	<b>Improvement required</b> Is not currently meeting performance expectations, performance is below the required standard. Competency gaps or identified behavioural style issues. Focus on the reason for lower performance	<b>Core Performer</b> Provides a consistent positive contribution at the current level, completing what is asked to a good standard. Capacity or interest to progress beyond their current role may be unclear or they may have met their career goals.	<b>Strong Performer</b> Highly valued within their current role and consistently meets objectives. Models positive behaviours and could be of real value in developing others.
		<b>Does not meet expectations</b>	<b>Meets expectations</b>	<b>Exceeds expectations</b>
<div> <div></div> <div>Low to High</div> <div></div> </div>				

<b>No opportunity to assess (NOTA)</b>	This rating must only be used where an individual is required to have a PDR undertaken but an overall performance rating cannot be given due to there being no opportunity to assess performance, e.g. following a period of maternity leave.
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#### Objective setting

- Objective setting is an essential part of the PDR process.
- It provides a framework of measurable performance standards for employees to work towards within an agreed timescale. They must be:
  - SMARTS – specific, measurable, achievable, relevant, time-based and stretching;
  - Jointly agreed and prioritised by the manager and the individual;
  - Set during a PDR meeting; and
  - Reviewed regularly to ensure they remain relevant.
- All personal objectives must link to the overall organisation's objectives. This can be directly or through the district/departmental plans.

#### Attendance

- An attendance summary for the previous 12-month period will be automatically generated into the PDR from the HR System.
- Any issues relating to attendance will be addressed in line with the Attendance Management policy.

## Performance Issues

#### Police officers

- Police officers who are performing unsatisfactorily must be dealt with under the Police (Performance) Regulations 2020.
- The Home Office guidance on Unsatisfactory Performance Procedures (UPP) must be complied with when considering formal action against an officer for unsatisfactory performance.
- The principles in the Unsatisfactory Performance – Police Officers policy must also be adhered to.
- Inconsistent Performer (or equivalent) – Managers may give consideration to activating the Police (Performance) Regulations 2020.
- Improvement Required (or equivalent) – Managers may give consideration to activating the Police (Performance) Regulations 2020 and incremental progression to the next pay point may be denied in accordance with Police Regulations.

#### Police staff

- Performance issues for police staff must be managed in accordance with the Capability Procedure – Performance policy.

- Any informal plans made must be detailed within the individual's PDR on an Individual Development Meeting (IDM) entry.
  - Informal plans must, where necessary, be discussed with the appropriate operational People Directorate Employee Relations team before they are set, who will advise on both informal and formal processes.
  - Where a member of staff has been rated as Improvement Required or Inconsistent Performer (or equivalent) in two successive PDRs whilst in the same role, their performance must be addressed in accordance with the Capability Procedure – Performance policy.
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## Interim Reviews and Check-Ins

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### Principles

- Check-ins must be completed in order to review objectives, development plans and set new ones where the need arises. Completion is considered good practice and is advised where a specific issue is being addressed.
  - Interim reviews provide an opportunity for management to summarise an individual's performance prior to a change in supervision/ line management, ensuring that an individual's performance over a period of time is not lost due to structural changes. They also provide an aide memoire for the new line manager and recognition of an individual's contribution up to that point.
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### Change of supervisor/ manager

- Prior to moving on and taking over another supervisory or managerial role, line managers must:
    - Review and update objectives; and
    - Ensure that a summary of performance entry is added within the interim assessments section of the PDR to update the new supervisor.
  - The remaining sections of the PDR will then be completed by the incoming supervisor/manager.
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## Pay Progression Standard

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### Principles

- In order to meet the pay progression standard (PPS), all officers will require a recently completed PDR.
  - Line managers must complete all PDRs of those they directly manage. For further information see the Pay Progression Standard policy.
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## Appeals

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### Principles

- Employees have the right to appeal against the content of their PDR.
- At any stage in the appeal process, individuals have the right to be accompanied by a Trade Union representative or Police Federation representative for support and who may speak on their behalf, or a work colleague for support.
- Individuals must raise issues with their supervisor/manager in the first instance.
- If attempts at an informal resolution fail, the individual must submit a formal appeal within 14 calendar days of the electronic PDR being signed by the second line manager.
- A formal PDR appeal must be submitted using the PDR Appeal form, indicating the grounds for appeal. The form must be attached to an email, clearly marked 'PDR Appeal' in the subject section, and sent to the District Commander or equivalent Head of Department.
- If a year-end PDR is being appealed, the individual must not 'Complete' the PDR as amendments will not be possible after completion, but they must ensure the PDR is returned to the line manager until the appeal process is complete.
- The District Commander or equivalent Head of Department must arrange for a suitable independent Appeal Manager to be appointed, to consider and investigate the PDR appeal. The Appeal Manager will be appointed within 14 calendar days of the PDR Appeal being submitted.
- If the individual believes that as part of the PDR process they have been discriminated against due to protected characteristics outlined in the Equality Act 2010, they may pursue the Grievance policy.
- A response to the appeal submission must be made to the individual, notifying them of the name of the Appeal Manager. A date will be fixed for an appeal meeting which, if possible, will be held within two weeks of the Appeal Manager being appointed.
- At least three working days before the appeal meeting, the individual must provide the Appeal Manager with evidence to support their appeal.
- The Appeal Manager will determine the decision of the appeal. Their decision will be detailed on a PDR Appeal Outcome form, which will be sent to the individual and the first and second line managers.
- If the appeal is upheld the PDR must be amended to reflect this, and may require the entry to be either deleted or changed if they consider that any part, or all, of the entry was unreasonable, unfair or inappropriately worded. All relevant paperwork will be retained in the individual's personal file.

- Implementation of the Appeal Manager's decision ends the process. There is no further appeal by either the individual or the first or second line manager.
  - There is not a definitive list but an appeal can be made on the following grounds:
    - The employee seriously disputes the evidence presented;
    - There is a lack of evidence to support the ratings given; or
    - There is an extreme difference of opinion between the supervisor/first and second line managers over the evidence presented or the rating given.
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## Exclusions

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### Principles

- A PDR must be completed for every member of staff, unless it is not possible due to the following exceptional circumstances:
    - Chief Constable;
    - Student officer;
    - Temporary staff (staff with an employee number that starts with a 1, except staff working in Protective Services Crime, Regional Scientific Support Services or Regional Organised Crime Unit with an employee number starting 19);
    - Officers and staff on a career break or extended period of unpaid leave;
    - Officers and staff on long-term sick leave;
    - Officers and staff on maternity or extended paternity/parental leave;
    - Imminent confirmed leaving or retirement date;
    - Officers and staff on secondment out of Force; and
    - Officers and staff on suspension.
  - If it is not possible to complete an individual's PDR, or advice is needed as to whether a PDR is required, the line manager must contact People Services.
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## Additional Information

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### Compliance

This policy complies with the following legislation, policy and guidance:

- Police (Performance) Regulations 2020
  - Data Protection Act 2018
  - Home Office guidance on Unsatisfactory Performance Procedures (UPP)
  - Attendance Management policy
  - Capability Procedure – Performance policy
  - Police Officer Probationary Service – Managing Performance policy
  - Probationary Procedure – Police Staff policy
  - Unsatisfactory Attendance Procedure – Police Staff policy
  - Unsatisfactory Performance – Police Officers policy
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### Further Information

Further guidance in relation to this policy can be sought from:

- West Yorkshire Police PDR Process and Best Practice Guide which can be accessed via the PDR System in the guidance notes section
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