



Professional Development Review (PDR)

Policy Guidance

This policy guidance to be read in conjunction with the PDR Guidance document (available on the Force Intranet), and Home Office Circulars 14/2003 27/2003 and 37/2003.

Why complete PDR?

The Police Training and Development Board (PTDB) said that the main purpose of PDR must be to improve force performance through staff. PDR needs to be honest and robust yet developmental for all staff. They need to know what is expected of them, how they can achieve what is expected and to feel valued.

(Core Leadership Development Programme (CLDP) PDR Module)

Home Office Circular 14/2003 Implemented the ICF into all force PDR systems with a requirement that all forces have Effective ICF based PDR systems in place by 1st April 2004. This is not an option it is a requirement.

As from 2004/2005 the completion of PDR became part of the Police Performance Assessment Framework (PPAF) and subject to Her Majesties Inspector of Constabularies (HMIC) Baseline Assessments.

Within the Dyfed Powys PDR system, responsibility for ensuring that PDR is effective lies primarily with the Appraisee and Line manager. There is no magical system behind the scene that will do this for you. Line managers have a direct responsibility for ensuring that all staff are developed and working efficiently. Ultimately it is a formal process to ensure that line managers review and address performance issues with their staff at least annually, with interim reviews to ensure that objectives are still relevant, and that the Appraisee is collecting evidence of their own performance.

The objectives identified within the process must accurately mirror both the needs of the individual and the requirements of the organisation, taking into account available resources.

Training Needs On-line.

The first run of our online PDR and TNA process revealed that the request for training exceeded by 200% the years training budget. As a result a large increase was negotiated and achieved. However expectations must be realistic. Requests for training are measured against the local skills profile and objective decisions are made with consideration to the local organisational requirements and the development needs of the individual in line with the budget constraints.

The Integrated Competency Framework ICF is the tool provided to ensure that assessments are conducted objectively against evidence rather than subjectively against opinion. Role profiles, either supervisory or otherwise have activities included to ensure that those responsibilities are clear.

219 - Develop individuals and teams to enhance performance

Develop the knowledge and skills of both team and individuals to ensure the best possible results at work by identifying needs, planning their development and using a variety of activities to improve performance

ICF Activity 219, Sergeants role profile

226 - Carry out performance reviews

Complete a fair and objective review of individual performance, recognising personal achievements and identifying areas for future development

ICF Activity 226, Sergeant/Supervisor role profile

Equally all staff are responsible for ensuring that they maintain their own professional development.

217 - Maintain standards of professional practice

Ensure your behaviour complies with Force values and organise your own work effectively to meet the demands of your role. Identify, implement and monitor development activities to enhance your own performance.

ICF Activity 217, Constables/Police Staff role profile.

PDR ensures, measures and provides an evidence trail to ensure that this occurs.

It is our interest to ensure that our PDR system is efficient and effective. The force via Human Resources, can administer the system, monitor, update the programmes and action completed TNAs,

but the core requirement and mechanics for an effective process are at the Appraisee and Line manager stage.

How do we measure performance objectively?

Home Office Circular 42/2002 introduced The Integrated Competency Framework (ICF). The ICF provides us with a set of clear ACTIVITIES and BEHAVIOURS that are objectively measurable. The Policing Skills and Standards Organisation (PSSO), which have now been amalgamated with other Justice Sector Skills Councils to become Skills for Justice, wrote them.

Our PDR role profiles have been written individually for each role, and approved by your managers as accurate. Your performance can be measured against evidence collected by both yourself and your line manager.

Your role will have been broken down into a series of Responsibility areas, each of these areas will have been further broken down into Activities such as 217 and 226 above. These activities are the actions that you will be expected to complete within your role. These are followed by Behaviours. Behaviour describes how you conduct yourself in carrying out the activity.

Who should complete an Annual Performance Development Review (PDR)?

All Dyfed Powys Police employees should complete a PDR and have a developmental interview.

There will be exceptions and anomalies to this due to the practicality of circumstances: -

1. **Probationary Officers and Police Staff within their probationary period** – will be completing a form of PDR but will not fall in the time scales of the standard PDR, therefore they will complete the probationary reviews relevant to their roles.
2. **Recent completion of Probationary period (Probation period completed since 1st June of appraisal period)** – as the appraisee has had insufficient time to gather evidence then an Online PDR should be opened, objectives set for the coming period and Development and TNA considered. The PDR can then be finalised.
3. **External secondments** – will follow the PDR process provided by the organisation that they are seconded to. Copies of the completed PDR should be forwarded to the relevant Dyfed Powys Human Resources Manager for filing or action where appropriate.
4. **Long Term Sickness** – evidence should have been collected for the period during which the appraisee was in work. If the appraisee is not available for work during the PDR Interview period (October to December), then the line manager should endorse the PDR with the circumstances and the PDR should be finalised under ADMIN Complete. Should the Appraisee

request to complete an interview other than in work, then the line manager should take a printed copy of the PDR, conduct the interview, and then update the online system.

5. **Maternity Leave** – as outlined in point 4 above
6. **Intranet not available or unable to use IT** – a paper based PDR will be made available. PDR opened on appraisee behalf and referred to paper document held with the relevant Human Resources manager.
7. **New to the organisation or recent return from Secondment** – an online PDR should be opened and completed, however if there has been insufficient time to collate evidence for the past period then objectives should be set for the coming period.
8. **Role Change during PDR period** – an interim review should be carried out by the line manager (previous role), then by new line manager on joining new role to set objectives and discuss activities, the final PDR conducted (as per 7 if necessary) at end of period. Common sense approach if the role change is very close to the end of period, but new line manager must be involved to set new objectives.

In summary the PDR process uses an accurate and agreed assessment of past performance, based on evidence available to the supervisor, manager and the team member, the two people then discuss and agree a development programme, which will increase the skills or experience of that individual.

The primary aim of the programme must be to develop the Appraisee to enhance performance in their current role, taking account of objectives set for the coming review period. In addition to this development opportunities can be highlighted that will facilitate career progression or development where appropriate. This will result in continual organisational improvement.