



British Transport Police Authority

Performance Development Review Procedure

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1 AIM

- 1.1 This Standard Operating Procedure (SOP) introduces the Performance and Development Review (PDR) for performance management at British Transport Police Authority (BTPA) and defines the framework and processes for its use.
- 1.2 PDRs provide all BTPA employees with a structured approach to raise the standards of performance, and as a result, improve the quality and effectiveness of the service provided by BTPA to its stakeholders.
- 1.3 PDR is the new approach to help managers lead by “driving performance through building relationships”. The purpose of the PDR is:
- To encourage and motivate employees.
 - To develop employee’s potential.
 - To achieve and maintain high levels of performance.
 - To build a trusting and productive manager–employee relationship.
 - To provide a clear focus to employee’s work.
 - To assist employees to perform to the best of their abilities.

2 OVERVIEW

- 2.1 BTPA encourages employees to achieve their full potential by promoting continuous improvement and development in the quality of the individual’s performance thereby improving the performance of BTPA.
- 2.2 PDR is a management tool that supports the development of both the manager and the individual. It is based on a framework of building an ongoing relationship which provides support, challenge and development opportunities.

3 SCOPE AND DEFINITIONS

3.1 Scope

- 3.1.1 This SOP applies to all BTPA staff. Agency staff are covered by their agencies individual contractual terms and conditions.

3.2 Definitions

- 3.2.1 Performance and Development Review (PDR): The overarching name of the performance management and development scheme.
- 3.2.2 Activities: The tasks, responsibilities and functions that an employee is expected to deliver.
- 3.2.3 Behaviours: These define the way in which an individual performs their role.
- 3.2.4 Formal Meeting: A pre-arranged meeting with specific participants, agreed agenda and a written record kept.
- 3.2.5 PDR Review Meeting: This is the formal meeting that includes a review of the previous period and goal setting for the future period. It is held in April/ May every year.

3.2.6 Integrated Competency Framework (ICF): A framework set up by Skills for Justice¹ that enables police services throughout the United Kingdom to improve quality and consistency of performance and behaviour in jobs. It is divided into:

- Activities = “What you do”
- Behaviour = “How you do it”

3.2.7 Mid-Year Review Meeting (MYRM): This is the formal six month meeting to check progress against goals set and identify the right level of support and challenge needed for the remaining part of the year. It is held in October/November every year.

3.3 Equal Opportunities Statement

3.3.1 All employees have a responsibility to ensure that no unlawful discrimination occurs on the grounds of age, colour, disability, ethnic origin, family commitments, gender, gender dysphoria, marital status – marriage or civil partnership, nationality, national origins, political beliefs, race, religion or belief, sexual orientation, trade union activity or any other unacceptable grounds when operating this SOP.

4 ROLES AND RESPONSIBILITIES

4.1 Chief Executive

4.1.1 The Chief Executive is committed to and accountable for the implementation of PDR.

4.2 Business Manager

4.2.1 The Business Manager has overall responsibility for ensuring PDR is effectively implemented across BTPA. This involves monitoring and auditing the systems and procedures that are in place.

4.2.2 Accurate collation and input of PDR data through the business management cluster.

4.3 Line Managers

4.3.1 Line Managers are responsible for:

- Leading their teams through the performance management process and the completion of the PDR.
- Formally reviewing past performance.
- Agreeing and setting SMART² objectives with the individual at the initial PDR meeting and throughout the year.
- Agreeing a Learning and Development Plan/Learning Objectives based on the requirements of their current role.
- Identifying development opportunities.

¹ Further information is available on the Skills for Justice website: www.skillsforjustice.com

² SMART objectives: **S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**imebound - Refer to Section 6.7.

- Meeting regularly to monitor progress towards agreed objectives.
- Ensuring PDRs are fair, complete, accurate and consistent.

4.3.2 Line Managers are expected to:

- Conduct a formal PDR meeting with each employee twice yearly of at least one hour: A PDR Meeting in April/May, followed by a Mid-Year Review Meeting (MYRM) in October /November.
- Give the employee sufficient notice (normally two weeks but at least two days) of the meeting and ensure that they have the appropriate PDR documentation so that they can prepare themselves for the meeting (preparation may be done in duty time if possible).
- Conduct the meeting in a confidential environment which is free from interruptions.
- Discuss and review performance and development accurately and fairly and propose a justifiable performance rating subject to moderation.
- Discuss and agree clear objectives for the employee.
- Discuss and agree a Learning and Development Plan - to support the achievement of the above and to progress the employees skills and knowledge.
- Ensure PDRs are agreed and signed by individuals, following the moderation process.
- Hold regular one-to-one discussions throughout the year with employees to monitor progress, encourage high levels of performance and identify opportunities for improvement.
- Ensure persistent or serious performance issues are managed appropriately through formal procedures.
- Be committed to PDR and promote its worth to employees at all times.
- Complete feedback surveys on PDR to enable BTPA to monitor its effectiveness.
- Work positively with the second line manager if there are issues to address - be prepared to improve and change.

4.4 Appraisee/Individual

4.4.1 Appraisees are responsible for:

- Understanding PDR and actively working with their line manager to perform to the best of their abilities at work.
- Agreeing objectives with their line manager and actively working towards them.
- Agreeing their Learning and Development Plan and actively work towards it.

4.4.2 Appraisees are expected to:

- Conduct the formal PDR meeting with their line manager twice yearly for at least one hour: A PDR Meeting in April/May, followed by a Mid-Year Review Meeting (MYRM) in October /November.

- Prepare for the meetings by reviewing their previous PDR documentation and drafting ideas on objectives and development opportunities for the future.
- Discuss and review their performance and development to help their manager set a justifiable performance rating.
- Discuss and agree clear objectives.
- Discuss and agree a clear Learning Objectives/Development Plan - to support the achievement of the above and to progress their knowledge and skills.
- Attend regular one-to-one discussions with their manager to monitor progress, discuss performance and make any changes, as agreed.
- Be committed to PDR and conduct it within the spirit of:
 - People, not process or paper driven.
 - A trusted relationship and partnership.
 - Clear and concise documentation.
 - Consistency, fairness and transparency - equal opportunity for all.
 - Sustainability - make it manageable.
 - Adding value - make it motivating, developmental and improve performance.
- Complete feedback surveys on PDR to enable the organisation to monitor its effectiveness.
- Work in a positive and supportive manner with your manager - be proactive in helping them to work to PDR e.g. booking your interview in their diary, booking a room etc. Also, help to ensure your manager's decisions are based upon evidence and are fair and accurate. A disputes procedure exists if you feel you have been unfairly treated or a decision is unreasonable.

4.4.3 Employees who have concerns that they are unable to fulfil these responsibilities must discuss these as soon as possible with their line manager, or if they feel unable to do this, with their second line manager or the Business Manager, to resolve any difficulties.

4.5 Second Line Managers

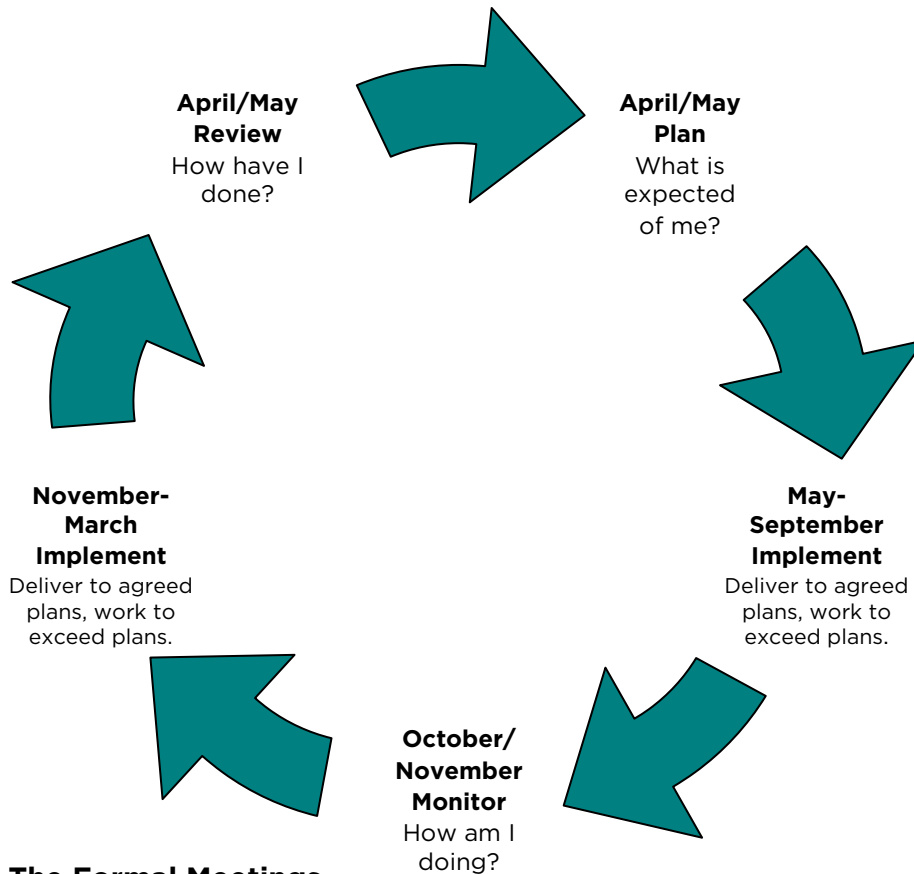
4.5.1 Second Line Managers are responsible for:

- Quality assuring PDRs for fairness, completeness, accuracy and consistency.
- Quality assuring (through the moderation process) overall performance ratings given by first line managers.
- Acting as a mediator and making decision under the Disputes Procedure if required³.

³ Refer to Section 9 – Disputes Procedure.

5 PERFORMANCE AND DEVELOPMENT REVIEW (PDR) ANNUAL CYCLE

5.1 The diagram below illustrates the PDR annual cycle:



5.2 The Formal Meetings

April / May	October / November
Review the previous year and plan the year ahead	Review the previous six months and re-plan the next six months as necessary
Review objectives, date achieved and evidence	Review progress on objectives, gather and record evidence
Review the previous year's learning and development plan	Review progress on the learning and development plan and identify any actions required to move forward in the next six months
Review behaviours ⁴ and activities relevant to job role for the previous year.	Review progress on behaviours and activities and identify opportunities for improvement in the next six months
Set new work objectives for the year ahead on a blank new PDR form and retain this form for future use.	Agree new work objectives for the next six month period if any original objectives have been achieved. Negotiate any adjustments to current work objectives

⁴ Behaviours and activities are taken from the Skills for Justice Integrated Competency Framework.

Set new Learning Objectives/ Development Plan for the year ahead on the new PDR form	Agree new learning objectives for the next six month period if any original objectives have been achieved. Negotiate any adjustments to current learning objectives
Discuss priority behaviours and activities for the year ahead	Discuss priority behaviours and activities for the next six months
Rating to be decided during moderation meeting between line managers.	No rating required
PDR documentation signed off, after moderation and filed.	PDR documentation signed off and re-filed

5.2.1 A PDR should be used initially to agree and set out objectives and identify and record the behaviours and activities critical to work performance, ensuring that the employee understands what is expected of them.

5.2.2 The new Mid-Year Review Record will be used throughout the review period (beginning April/May of one year and ending the following April/May) for monitoring performance, compiling/recording evidence and adjusting plans, as necessary.

5.3 Reviewing Objectives

5.3.1 The following three-score grading system is used to record the review of the year's performance:

Rating Objectives	
Exceeded	Highly effective performance that meets the requirements set forth in the agreement between an employee and their line manager, and significantly exceeds the requirements to the organisation's benefit, surpassing the line manager's expectations.
Achieved	Describes performance that meets the requirements set forth in the agreement between an employee and their line manager where an agreed objective has been accomplished in a manner that meets the organisation's expectations with few minor problems.
Not Yet Achieved/Under-Performing	Describes performance that does not meet some or any of the requirements set forth in the agreement between an employee and their line manager. Such performance usually leads to the delivery of a poor, ineffective service and loss of capability for the cluster or organisation.

5.4 Reviewing Behaviours and Activities

5.4.1 When reviewing performance for the behaviours and activities relevant to the job role, managers must assess how the employee has demonstrated each throughout the review period. The manager and employee will discuss instances and evidence gathered. The manager should refer to any Mid-Year Review records kept in the year.

5.4.2 The following grading system is used to record the rating for each behaviour and activity:

Rating Activities and Behavioural Competencies	
Exceptional	Describes an employee who consistently exceeds the professional standards of effective performance described within an activity or behaviour of their role profile. Such an employee would usually deliver high service quality and be seen as an inspiration or role model to their peers.
Competent	Describes an employee who consistently performs to the standards described within an activity or behaviour of their role profile.
Not Yet Competent	Describes an employee who is not yet consistently performing to the professional standards of effective performance described within an activity or behaviour of their role profile.

5.5 Rating Overall Performance

5.5.1 When the review of the preceding period is complete, an overall rating is required.

5.5.2 An overall review rating must be considered by the manager and agreed and finalised at the moderation meeting, taking into account the relative importance of each objective reviewed, behaviour and activity. The employee will then receive their rating, from the line manager, after the moderation meeting. The rating is to be based on the following three-score rating system:

Rating Overall Performance	
Exceptional	<p>The individual should have met all of the objectives set for the period under review, or where an objective has not been met; a clear reason for this must be evidenced.</p> <p>The individual must consistently exceed the indicators described for both the behaviours and activities listed.</p> <p>The individual would be seen to consistently take a lead for activities, or act as a role model.</p>

Competent	This indicates an appraisee who consistently meets objectives set and performs to the standards indicated for both the behaviours and activities listed.
Not Yet Competent/Under-Performing	This indicates an appraisee who is not yet consistently performing to the standards described within the objectives set and does not perform to the standards indicated for both the behaviours and activities listed.

5.5.3 Following the moderation meeting the overall rating must be recorded on the PDR and justified, by the line manager carrying out the review, by providing a brief summary of the employee’s performance, evidencing specific highlights and/or examples.

5.6 Setting and Agreeing Work Objectives for the Future

5.6.1 BTPA’s objectives are defined by the Annual Business Plan, Business Cycle and three year Strategic Plan.

5.6.2 Managers must ensure that individuals have a clear understanding of what is required and expected of them and how their role and performance contributes to the Annual Business Plan and Business Cycle.

5.6.3 Managers and employees are to agree and set SMART objectives. The objectives set should challenge the individual and provide them with the opportunity to develop their skills, understanding and knowledge.

5.6.3.1 Specific: Objectives should be well defined; they should describe particular results or outcomes and actions. This assists employees as they will have a clear understanding of what is expected from them and managers are able to monitor and assess actual performance against the specific objective.

5.6.3.2 Measurable: The objective can be measured in quantifiable terms. This allows managers and employees to track the progress towards achieving the objective and know when it is achieved.

5.6.3.3 Achievable: The objective or expectation of what will be achieved must be realistic given the employees skills, resources available, management support provided, timescales and energy investments.

5.6.3.4 Relevant: Objectives should add useful value and be meaningful to the Department/Area/team. Objectives should be set in the context of achieving BTP’s policing plan and BTP objectives.

5.6.3.5 Time-bound: Objectives should include timescales of what is required by when. Timescales should portray an appropriate sense of urgency and should be set so they are achievable.

5.6.4 When setting objectives and allocating work, managers should consider the employee’s individual abilities, skills and knowledge.

5.7 Setting and Agreeing Learning Objectives or Development Plans

5.7.1 In order to achieve the work-related objectives, managers and employees should discuss and agree Learning and Development Objectives for the individual that will provide appropriate development, support and address performance improvements required.

5.7.2 Methods for development should be a mix of the formal and informal. Formal methods can include training workshops and courses, attending conferences and seminars. Informal methods include coaching, shadowing, work experiences/placements, attachments or secondments.

6 PROVIDING EVIDENCE OF PERFORMANCE

6.1 Evidence of outstanding performance and specific incidents of credit that happen throughout the year should be noted as they occur.

6.2 The evidence should be discussed between the manager and the individual as part of their ongoing performance management. Any agreed documents may be printed and kept for future reference.

6.3 Evidence will not have to be produced unless requested, where the rating is in dispute, or when an employee's overall performance rating is either "Exceptional" or "Not Yet Competent", in which case the evidence will need to be submitted with the PDR.

6.4 Evidence to support an employee's ability to display and apply the knowledge and skills appropriate to their role should be collected by the employee and is subject to review and quality-checking by the manager to ensure that it is:

- Valid, i.e. directly relates to the performance area in question.
- Authentic, i.e. belonging to the employee subject of review and no one else.
- Current, i.e. achieved during the period under review.
- Sufficient to demonstrate competence.

7 PDR MODERATION PROCESS

7.1 The moderation process will determine the overall performance rating. Suggested or proposed ratings are **not** to be disclosed to the appraisee until PDR evidence has been tested at the moderation meeting. The appraiser will bring this form and any additional evidence of performance to the meeting, which will determine the overall grade through moderation with the second line manager.

7.2 Second Line Managers are responsible for:

- Quality assuring PDRs for fairness, completeness, accuracy and consistency.
- Quality assuring (through the moderation process) overall performance ratings given by first line managers.
- Acting as a mediator and making decision under the Disputes Procedure if required⁵.

7.3 The line manager should complete the PDR within two weeks of the moderation meeting. They should enter the moderated grade, add their comments, sign and date the PDR and disclose the moderated grade to the appraisee.

⁵ Refer to Section 9 – Disputes Procedure.

- 7.4 The appraiser should add their comments but not sign the PDR at this stage. Where the employee does not agree with the PDR, the line manager should work with the appraiser to resolve matters. If resolution is not possible, the appraiser has 14 days within which to formally dispute their PDR (refer to section nine - Disputes Procedure for further information).
- 7.5 When there is no dispute, the line manager should pass the PDR to the second line manager within the two week deadline for moderation.
- 7.6 The second line manager should note the PDR with reference to the moderated outcome. Once completed, the second line manager should record comments, sign and return the PDR to the line manager.
- 7.7 If there are issues to address, the second line manager will discuss this with the line manager and/or appraiser as necessary before signing; the PDR may need adjusting. This process should be completed within one week of receiving the PDR.
- 7.8 The line manager will pass the PDR to the appraiser for review and signature, which should take two working days.
- 7.9 Management, especially the appraising line manager, must take every precaution to protect PDR documentation from unauthorised access, particularly when in use, copying, storage and in transit. (See PDR guidance).

8 DISPUTES PROCEDURE

8.1 Initiating the Disputes Procedure

- 8.1.1 If an appraiser has a dispute regarding their PDR, initially it should be discussed informally with their line manager.
- 8.1.2 If the dispute cannot be resolved informally, the employee has the opportunity to raise a formal dispute.
- 8.1.3 An appraiser can only raise a dispute against the conduct of PDRs when they have clear evidence of one or more of the following and every attempt has been made to resolve the issues with their line manager, but to no avail:
- Unfair or unjustified performance review/rating.
 - Under stretching, overstretching or irrelevant work objectives or Learning and Development Plan.
 - Poor or irrelevant development opportunities offered.
 - Not undertaking or failing to follow the roles/responsibilities of the first line manager as laid out in section 4.4.
- 8.1.4 The following three stage Disputes Procedure applies where an individual does not agree with the PDR documentation or rating and does not agree to sign the PDR.

8.2 Stage One - Statement of Dispute in Writing

- 8.2.1 If the appraiser feels they have a case, they must put their concerns in writing to the second line manager within 14 working days of receiving their completed PDR from their first line manager.

8.3 Stage Two – Dispute Meeting

- 8.3.1 The second line manager must hold a dispute meeting at a reasonable, confidential location, within 21 working days of receiving the dispute in writing. The second line manager will remind the employee of their right to be accompanied by a trade union or staff association representative, a support group member or work place colleague of their choice. The first line manager will also be invited.
- 8.3.2 The second line manager should confidentially inform the Business Manager in writing⁶ that a dispute has been raised on a PDR to enable recording of the dispute and monitoring of the outcome.
- 8.3.3 At least 24 hours notice of the dispute meeting should be given to both parties.
- 8.3.4 The second line manager must conduct the dispute meeting taking into account the following:
- All papers/documents must be shared between parties.
 - The meeting must be held at a mutually convenient time and reasonable location as soon as practical after receiving the dispute notification.
 - The employee must be given ample opportunity to state their dispute and raise any related concerns.
 - Matters of fact must be clarified.
 - Any points which may involve investigation and research including interviewing other people who may be involved to obtain information and seek resolution must be followed up.
 - Matters disclosed in confidence must be respected.
- 8.3.5 The dispute decision and any accompanying action plan, is put in writing confidentially to each party within seven working days of the dispute meeting. This should be a hard copy letter, not via email and should be copied to the HR Business Partner and the Business Manager. As necessary, the second line manager should indicate how they will monitor and review the situation to secure improvements. The decision must convey a performance rating with justification based upon performance evidence.
- 8.3.6 If the dispute is resolved at Stage Two, all PDRs should be sent to the Business Manager and retained in accordance with the record retention guidelines⁷.

8.4 Stage Three - Appeal

- 8.4.1 If the dispute is unresolved, and the employee wishes to appeal the decision, this should be put in writing to the Business Manager within seven working days of the Stage Two decision being received. The Business Manager will nominate a suitable independent senior manager to hear the appeal.
- 8.4.2 An appeal hearing will be held within 21 working days of receipt of the appeal by the Business Manager. This will be arranged by the Business Manager at a time mutually convenient to those involved and at a

⁶ Notification in writing includes the transmission of information by email, fax, or other electronic means.

⁷ Refer to Section 12 – Record Keeping and Monitoring for further information.

reasonable location. The Business Manager will collate all relevant documentation. The hearing will be attended by the nominated senior manager, the employee appealing the outcome of the Stage Two dispute meeting and their companion as per paragraph 9.4.3.

8.4.3 The employee has the right to be accompanied at the appeal hearing or to consult with a trade union or staff association representative, a support group member or work colleague. Legal representatives are not permitted. The employee must take all reasonable steps to attend the meeting.

8.4.4 The senior manager hearing the appeal will ensure that all parties are informed of the outcome within seven working days. This notification will include reasons for the decision; allow any follow up actions and who is to take them, together with confirmation that the decision is final. The decision must convey a performance rating with justification based upon performance evidence. On completion of the appeal hearing, this Dispute Resolution procedure is exhausted.

8.4.5 In the event that the Business Manager is the line manager involved in the appraisal the Finance Director will take on the Business Manager's role in the disputes process.

9 QUALITY ASSURANCE

9.1 This is a shared responsibility between the line manager, the second line manager and the Business Management Cluster.

9.2 The first line manager should ensure that the PDR and ongoing performance management and monitoring of the individual are consistent in terms of fairness, completeness and accuracy. The second line manager has specific responsibilities in terms of Quality Assurance. HR Business Partners have the responsibility to support managers to ensure that PDRs and ongoing performance management and monitoring are consistent in terms of fairness, completeness and accuracy.

10 APPLYING PDR

10.1 Disability

10.1.1 Reasonable adjustments may be required to working practices when setting objectives and assessing performance. Any adjustments considered should be in consultation with Occupational Health.

10.1.2 Where an individual's absence from work is due to their disability, then such absence will not count against the individual's performance rating, prior to reasonable adjustments being made.

10.2 Persistent Under-Performance

10.2.1 Where an occasional lapse below acceptable standards of performance occurs, this will normally be dealt with within the PDR. If an individual is not performing and management through PDRs is not showing improvement, then action via the Unsatisfactory Performance SOP to improve performance is the most appropriate route.

10.3 Maternity/Adoption Leave

- 10.3.1 Every effort should be made to ensure that the PDR is completed in April / May for employees taking maternity or adoption leave. This may require some flexibility around timescales to ensure that it is done either before the start of the maternity/adoption leave or during one of the employees Keeping in Touch (KIT) days. With the employee's agreement, consideration could be given to conducting the PDR by phone/email.
- 10.3.2 The overall performance rating given should be based upon the individual's performance in the role prior to going on maternity/adoption leave, any development issues that have arisen as a result of the maternity/adoption leave can form part of the Learning and Development Plan and should not be used to affect their overall rating.

10.4 Long Term Sickness Absence

- 10.4.1 Every effort should be made to ensure that the PDR is completed. This may require flexibility around location and timescales. The individual may be able to travel to work for the meeting or, alternatively a meeting could be arranged in a neutral location.
- 10.4.2 In exceptional circumstances the nature of the absence may mean that the employee cannot participate in the process. In those circumstances the manager should complete the PDR in so far as they can. The employee should be kept informed of this process.

10.5 An individual moving into a new role within BTPA

- 10.5.1 The PDR will require input from the previous manager and new manager.
- 10.5.2 It is the responsibility of the previous manager to provide details of the individuals past performance upon which the rating will be based and effectively close off the PDR for the previous role. This should be agreed with the employee and passed to the new manager.
- 10.5.3 The new manager will be responsible for agreeing the new objectives and development plan with the employee for their current role.
- 10.5.4 At review time, the new manager will take into account the performance review under their management and the agreed PDR passed to them by the previous manager when deciding a performance rating. The previous PDR should be attached to the new PDR.

10.6 A New Starter joining BTPA

- 10.6.1 A PDR will not be conducted during the probation period. At the end of their probation period work objectives and Learning and Development Plans can be set for the period until the next formal meeting (either PDR Meeting or MYRM) is due.

10.7 Acting or Temporary Roles (including Secondments or Attachments)

- 11.7.1 The performance rating should be based upon the individual's substantive post.

- 10.7.2 If the post is acting or temporary⁸ it may be necessary to have additional objectives, activities and behaviours based around the acting or temporary role.
- 10.7.3 It may also be necessary to review and adjust targets for the substantive post.
- 10.7.4 Where appropriate, objectives, behaviours and activities should be modified to reflect the responsibilities of the acting or temporary role; this should be established at the commencement of the acting or temporary role so that the individual understands the standards of performance that is expected of them. Whilst 11.7.1 applies, the appraiser and appraisee can usefully engage in discussion to review performance and plan ahead against the acting/temporary role.

10.8 Matrix Managed (or Multi-Managed) Positions

- 10.8.1 Whilst some roles require individuals to report to a number of different people, all roles have one person identified as the manager for day-to-day issues such as sickness and PDRs. It is recognised that this manager may not always be the person that the individual finds themselves working most closely with.
- 10.8.2 The manager for the day-to-day issues can delegate authority for the PDR to another manager if appropriate. Responsibilities should be discussed between the two managers involved and delegated authority should be confirmed in writing to the Business Manager. The individual must also be informed of who is responsible for conducting their PDR. It is the responsibility of this manager to gather information for their colleague manager so that the PDR covers the employee's whole job. Plans for the year ahead must similarly reflect the employee's whole job.

11 RECORD KEEPING AND MONITORING

12.1 PDR Management

- 11.1.1 Administration, including record management, will be undertaken by the Business Management Cluster. It is their responsibility to ensure that data is captured, managed and preserved in an organised system that maintains its integrity, security and authenticity in compliance with the BTPA Data Protection Manual and BTPA Protective Marking Scheme⁹.
- 11.1.2 The Business Management Cluster will ensure that PDRs are securely maintained to prevent unauthorised access, alteration, damage or removal. The level of security will reflect the sensitivity and importance of the contents in a manner that protects the interests of both BTP and its employees.
- 11.1.3 All employment and personal records will be kept in secure storage for the required length of time as set out in the BTPA Records Management SOP and Record Retention Schedule.
- 11.1.4 As a guide, the records generated by this SOP should be retained as below:

⁸ Refer to HR7:5 Higher Grade Duties SOP for definitions of acting and temporary roles.

⁹ Reference details for which are in Section 15 – Further Information.

PDRs: Destroy 5 years from completion date. At the termination of an employee's contract, the last five years PDRs should be kept until the individual reaches the age of 72 before being destroyed.

PDR Feedback Surveys: Feedback surveys on PDRs will be retained for one year and then reviewed for destruction.

Statements of written dispute, dispute decisions and action plans: Original dispute in writing/dispute decision and action plan will be retained for 6 years from the last action date and then destroyed.

12 AUDIT AND COMPLIANCE

12.1 This SOP will be reviewed in January each year.

12.2 If there are high levels of non-compliance with this SOP prior to the formal review, these will be addressed through an internal audit process.

13 REFERENCES AND LEGISLATION

13.1 The PDR SOP will be subject to regular review and BTPA reserves the right to amend the procedure from time to time in accordance with any requirements of law or good employment practice. Employees will be given reasonable notice of any such changes.

14 FURTHER INFORMATION

14.1 Related Policies/Procedures and Information

- Maternity and Family Friendly SOP
- Sickness Absence SOP
- Unsatisfactory Performance SOP
- BTPA Data Protection Policy
- BTPA Document Protective Marking Scheme