

DURHAM CONSTABULARY



Altogether Better Policing

Performance Development Review Policy

Application	Police Officers and Staff
Policy Owner	Human Resources
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1.0 PERFORMANCE DEVELOPMENT REVIEW POLICY

2.0 PURPOSE AND SCOPE

2.1.1 The purpose of the Performance Development Review is to:

- raise standards and improve the quality and consistency of performance
- ensure that Line Managers and Employees effectively engage in evaluation of performance
- ensure that members of the organisation know the level of competence they are required to achieve based on agreed behavioural competencies and objectives
- enhance potential for improvement through support, learning and development
- provide a tool that monitors and shapes performance throughout the employee's career
- assist employees in understanding their role within the organisation in order to effectively contribute towards delivering strategic priorities
- provide a framework which is accessible to all, with flexibility to reflect the diversity of the organisation
- set individual and team/department objectives and plans derived from the Force plan and strategic priorities

3.0 THE LEGAL BASIS AND LEGITIMATE AIMS

- This document is proportional striking a balance between the individual, organisation and community and complies with the principles of the Human Rights Act 1998.
- This document does not prohibit the use of discretion in appropriate circumstances. The Equal Opportunity Act (1995) has been considered to ensure compliance with Equality and Diversity.
- Exemptions to the Freedom of Information Act 2000 do not apply to this policy.
- Working Together to Safeguard Children – Department for Education 2018
- Apprenticeship, Skills, Children and Learning Act 2009

Throughout the operation of this policy Durham Constabulary will seek to take the least intrusive action which fits within the working policy criteria and will act fairly

and proportionally to achieve the proposed purpose.

4.0 POLICY STATEMENT

- 4.1 Durham Constabulary is committed to the principles of developing its people through relevant training, appropriate career planning, equality of opportunity and encouragement and recognition. The Origin PDR system, introduced 1st April 2010, is linked to the Integrated Competency Framework, and is designed to improve the quality of service determined by local policing plans and priorities. The system is designed to enhance performance through focusing on behavioural competencies and is both compatible and complimentary to the 'Aiming for Excellence' philosophy of being proud of our staff.
- 4.2 The Force recognises the contribution of its entire staff and is committed to creating a fully inclusive working environment. This will be achieved by making reasonable adjustments where appropriate, valuing the differences that a diverse workforce can bring and challenging unlawful and unfair discrimination, bullying, harassment, victimisation and other unfair treatment based on age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, ethnicity, religion or belief, sex and sexual orientation.

5.0 GUIDANCE

Origin National PDR is evidenced against the Policing Professional Framework (PPF). A formal PDR review period, against behavioural competencies, must be held for each member of the Force between 1st April and 31st March (For probationary reports see Para. 8) The PDR Process is not a one-off event. It is a continuous process and, in addition to an annual PDR meeting, individuals and their line manager should meet regularly to discuss performance and progress against objectives and behavioural competencies, deal with any problems and identify learning and development needs.

5.1 Role Profiles

Every employee has access to view role profiles directly from the Origin National PDR system via a link to the Skills for Justice website. Role profiles describe the personal qualities required for effective performance. Role Profiles have been validated with the assistance of staff currently working within these roles in conjunction with their supervisor or line manager.

- 5.1.1 Role Profiles will be maintained by Human Resources and amended to reflect changes within the PPF. For guidance in the creation of new roles see 5.2.5 (ii) below.

5.1.2 A specific role profile is attached to each position within the organisation allowing the individual or line manager to automatically enter evidence against the related personal qualities.

5.2 Responsibility

5.2.1 Appraisee

- i) An individual (or appraisee) has joint responsibility with their line manager for ensuring their appraisal review is completed. This should be completed within 2 weeks commencing 31st March. The PDR will be over due 4 week after this date.
- ii) Throughout the year the appraisee should collate evidence, within Origin, of their performance in support of the personal qualities and the objectives set by the line manager.
- iii) PDR meetings, including the end of year review, should be arranged on a mutually agreed date and time. An individual should consider points for discussion and actions that can be taken to develop or improve performance.
- iv) Following the end of year review the appraisee will be required to electronically sign off the PDR, following any ratification of the review by the appraiser (line manager 1) and the reviewing officer (line manager 2). The appraisee will be asked to record whether or not they agree with the appraisal.
- v) Where an individual moves to a new role part way through the PDR year the existing PDR will be end dated by Origin System Administration to show 'moved position' and a new PDR automatically generated for sign off at the end of the PDR year. The end dated PDR will be available for viewing by the employee and line manager. New objectives should be set in the new role.

5.2.2 Appraiser (First Line Manager)

- i) The PDR process is to support ongoing dialogue between the Appraisee and Appraiser through the year. The Appraiser should set performance objectives, within Origin, in discussion with the Appraisee at the commencement of the PDR period. Mandatory objectives, set by the Force Executive are not automatically included within the PDR template document, and all supervisors are therefore required to add specific mandatory objectives as and when required i.e. continual professional development, completion of Integrity health check etc. Personal objectives should be subject to ongoing review and may be ended with new objectives set throughout the year.

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- ii) Objectives should be specific, measurable, achievable, relevant and timely (SMART). Objectives may be personal, team, departmental, area or Force with one linking to another.
- iii) Throughout the year the Appraiser should collate evidence, within Origin, of the individual's performance in support of the behavioural competencies and the objectives set. Evidence relating to positive performance and to areas for development should be included.
- iv) The Appraiser is encouraged to hold regular review meetings with the appraisee throughout the year to consider performance, development and learning needs and to provide feedback and review the completion of the objectives set.
- v) PDR meetings, including the end of year review, should be arranged on a mutually agreed date and time. The purpose of the end of year review is to discuss performance and complete the annual PDR ratings prior to electronically submitting to the reviewing officer for comment.

5.2.3 Reviewing Officer (Second Line Manager)

- i) The Reviewing Officer should monitor the PDR process throughout the year by viewing appraisee and appraiser comments, via the Origin system, and where necessary advice should be offered to either party particularly with regards to validity of the objectives.
- ii) Once the PDR is completed by the Appraiser the PDR will require electronic sign off by the reviewing officer. At this stage, if the PDR is considered not to be accurate or balanced, the PDR can be returned to the appraisee for review and amendment.
- iii) Once agreed the reviewing officer should electronically submit the PDR to the appraisee for sign off.
- iv) Reviewing officers need to ensure standards of evidence are maintained and that assessment levels between different supervisors are consistent.

5.2.4 HR Manager (Quality Assurance Officer)

- i) At any stage in the PDR review period the HR manager will be able to conduct a quality assurance check on the appraisee PDR.

5.2.5 HR Advisor

- i) An HR Advisor will take responsibility for maintaining the PPF review of role profiles within Origin.
- ii) Where additional consultation is required, or new profiles are introduced the HR Advisor will arrange the necessary review and build the role profile for purpose.

5.2.6 Secondment

Whilst on secondment outside of the organisation, the individuals PDR will be completed by the seconding organisation and completed copies forwarded to People, Standards and Development Command for recording and retention

6.0 **Non completion of PDR in exceptional circumstances**

- 6.1 In exceptional circumstances the relevant SMT member may agree the non completion of a PDR for the current period e.g. long term sickness or maternity leave. Origin System Administration should be notified to end the PDR as 'Not Completed – SMT Approved'.

7.0 **Evidence gathering**

- 7.1. Evidence should be OBJECTIVE and not SUBJECTIVE. It should be an assessment based on fact, and not influenced by prejudice, emotion or personal bias. Evidence should be clear, specific and based on behaviour that has been observed. The appraisee should be encouraged to supply some of the evidence for the review. Review should be against the role of the individual and not the role to which they aspire.

8.0 **Probationary Reports**

Staff in their probationary period will have a PDR that will run from their start date to the 6th or 7th month point as described below. This report will provide first and second line manager sign off and be endorsed by the employee before confirmation of appointment/sign off can be completed.

8.1 PCSO's/Communications Staff

Interim reviews will be requested from the relevant line manager as follows.

Interim Review @ 2 months confirming the required standard is being met
Interim Review @ 4 months confirming the required standard is being met

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Interim Review @ 6 months confirming suitability for confirmation at 7 months

At the 7 month extended probationary period a letter of confirmation will be generated by the HR Department, normal PDR reporting will then start and run until 31st March.

8.2 All other Probationary Staff Members

Interim reports will be requested from the relevant line manager as follows.

Interim Review @ 1 month confirming the required standard is being met

Interim Review @ 3 months confirming the required standard is being met

Interim Review @ 5 months confirming suitability for confirmation at 6 months

At the 6 month period a letter of confirmation will be generated by Human Resources, normal PDR reporting will then start and run until 31st March.

8.3 Student Officers

Student Officers are not subject to PDR until the following sign off periods:

- i) IPLDP – 23 months
- ii) PCDA – 35 months
- iii) DHEP – 23 months

9.0 Roles and Responsibilities

9.1 Human Resources

Human Resources will continue to forward relevant memorandums with notification of the interim review due dates. They will record the dates in the Police HR system and produce confirmation letters on behalf of the relevant Support Manager for onward transmission. Human Resources will also continue to monitor returns of relevant information via Origin

9.2 Origin

The Origin system will generate a general message to the relevant line manager to inform them that an interim probationary review is due.

9.3 Line Manager Guidance

On receipt of an interim review request the relevant line manager should forward confirmation of the required standard being met, or, suitability for confirmation, by making appropriate entries on the PDR.

10.0 ADMINISTRATION

- 10.1 A copy of the Performance Development Review Policy is available via the Force Intranet.
- 10.2 National PDR User guides can be accessed via the front portal of the Origin system.

11.0 APPEALS PROCEDURE

If an individual wishes to appeal against any decision made in connection with this policy, they should write to or email, the Deputy Chief Constable at the below address within 14 days of receiving a decision. The appeal will be considered and consultation will take place with appropriate individuals to establish all facts before a decision with regard to the appeal is made. A response to the appeal will be provided in writing within 10 working days of receipt of the appeal. Should this period not be achievable the individual will be notified in writing when a decision will be communicated.

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