



## **PPR Guidance Notes for Appraisees**

### **Why have Performance Planning and Review (PPR)?**

The purpose of PPR (also known as the appraisal process) is to help make the best use of the organisation's resources through developing the skills of its employees. It provides you with an opportunity to:

- present what you feel are your main achievements
- discuss your performance in general
- make plans for both the year ahead and your longer term future.

It is important that the PPR meeting emphasises and records the setting of priorities and achievement of objectives. These should reflect both the needs of the individual employee and the organisation.

### **What are the benefits of PPR?**

- Clarify the key purpose of your role, and responsibilities
- Discuss your performance against agreed objectives
- Acknowledge/record your achievements
- Identify any strengths which could be built upon to improve opportunities for career development
- Receive recognition and/or constructive feedback
- Confirm methods of improving performance and identify any training and development needs
- An honest and constructive two-way dialogue with your appraiser.

### **Who carries out my PPR?**

Your line manager or someone senior to you that is well placed to understand your role, how the role may develop, and knows how you work. In the case where an employee reports to more than one line manager, and/or has had more than one line manager, one person may conduct the appraisal on behalf of all parties but should ensure that feedback is sought which covers all aspects of the appraisee's role/ roles. In some circumstances more than one appraiser may conduct the PPR process – it will depend on the dynamic of your department.

### **Who does PPR apply to?**

All employees (including fixed term as appropriate) - therefore not contractors, locums or Bank staff.



### What's discussed at my PPR meeting?

The meeting should cover:

- Your achievements
- Your performance against behaviours
- Your performance against criteria
- Your performance against timescales
- Any difficulties or events that have affected your performance
- An assessment of any additional activities carried out
- Consideration of your personal development plan and how this has impacted on your performance
- Your thoughts about your performance

Your appraiser may also consult with other team members and any key customers about your performance. Where this is the case, he/she will feedback to you accordingly.

The discussion will also be a starting point for developing a set of objectives for the year ahead.

### Will my score be given to me at the appraisal meeting?

Your appraiser will not be able to *confirm* your PPR rating until your PPR has gone through the Grandparent/moderation process. This is because it is possible that a PPR score may change as a result of the Grandparenting/Moderation process. **You will be notified of your final score at the point that your Annual Review – Concluding Comments and Rating form is issued to you.**

### What is the Grandparent/Moderation process?

The aim of a Grandparent/Moderation process is to ensure that similar standards are applied to all employees. A meeting will be held to discuss the performance of the relevant group of employees, helping to ensure that all appraisers are evaluating employees against the same criteria. These meetings also provide an opportunity for appraisers to learn how they can increase their ability to observe performance and apply performance standards.

These meetings usually include the applicable SDM and top line appraisers. A HR representative should facilitate the meeting.



## How does the PPR process work?

	Activity	Who	Documents
Step A	Prepare for the Annual Review Meeting	You and your appraiser independently read over your:  You complete:	Last year's Annual Review – Manager's Assessment, Annual Review – Concluding Comments & Rating & Objectives  Annual Review – Meeting Preparation
Step B	Annual Review Meeting	Appraiser/appraisee meeting  Appraiser records key discussion points:	Annual Review – Appraiser's Assessment
Step C	Make concluding comments and assign a performance rating	Your appraiser  Adds their comments and score:	Annual Review – Concluding Comments & Rating
Step D	Moderation Process	Grandparents and HR representative hold moderation meeting	Annual Review – Concluding Comments & Rating
Step E	Issue concluding comments and assigned performance rating & make concluding comments	You and your Appraiser  -Appraiser issues the form and you add your comments and return to your appraiser	Annual Review – Concluding Comments & Rating
Step F	Make concluding comments and complete process	Your appraiser sends to Grandparent who adds his/her comments -Grandparent sends back to your manager -Your appraiser sends to you and PPR inbox	Annual Review – Concluding Comments & Rating



## What can I do if I don't agree with my appraiser's assessment?

If you are dissatisfied with your score then you can record this in the "*employee comments section*" in the Annual Review – Concluding Comments & Rating form, along with any evidence you may wish to provide and the appropriate Grandparent will be able to review it.

## What are the PPR ratings?

### 1 Excellent Performance

Objectives - All objectives (100%) and core job accountabilities exceeded with no material shortfalls. Makes an exceptional contribution to the team.

Behaviours - Is a role model for Viapath values.

### 2 Good Performance

Objectives - All Main objectives (circa 75%) met, with and good delivery of core job accountabilities in all areas.

Behaviours - Demonstrates a consistent understanding and application of Viapath values.

### 3 Partial Achievement

Objectives - Some objectives met (circa 50%) and some core job accountabilities satisfied, with some room for improvement

Behaviours - Has an understanding of Viapath values.

### 4 Unsatisfactory Performance

Objectives - Significant proportion of objectives (less than 50%) not met and/or unacceptable delivery of core job accountabilities.  
This rating requires that a performance improvement plan be written.

Behaviours - A lack of understanding and application of Viapath values.

With a rating that can be improved upon, you should use the PPR process to focus on how you can better your performance in the future.

## How do new objectives get set?

You and appraiser will agree objectives which will be set in line with organisational and operational requirements as appropriate.

Discussions between you and your appraiser around new objectives will happen as part of the PPR process, albeit they may begin and/or end outside of the formal PPR meeting.



### **What's involved in setting my personal development plan?**

Another key part of the PPR process is to work with your manager to agree your personal development plan. Having agreed your objectives you should have a clear picture of what is expected of you in your role. Then you are well placed to look at your development needs and how you are able to further develop your performance.

You should consider the areas where you may need support, for example:

- Coaching
- Training
- Self development
- Feedback on how you are doing

### **What is Performance Related Pay ?**

Performance Related Pay is a method of remuneration that links pay progression to an assessment of individual performance, measured against pre-agreed objectives. Pay increases awarded through PRP are consolidated into basic pay.

### **Are PPR and Performance Related Pay the same thing?**

No, PPR and Performance Related Pay are different processes. However, the output of the PPR feeds into the Performance Related Pay process.

### **Who does Performance Related Pay apply to?**

Employees at the top of their AfC Band and those directly employed by Viapath will take part in the Viapath pay review process. Around half of our employees have transferred to Viapath under TUPE (Transfer of Undertakings Protection of Employment). This means they have retained their entitlement to NHS pay scales and their salaries increase annually in line with AfC (as of 1 January 2015).

### **What happens after the annual PPR review?**

The PPR process is continuous and your appraiser will work with you throughout the course of the year using mechanisms including 121 reviews and the formal half year review to monitor progress against your objectives, changes in operational performance and fulfilment of your personal development plan.

### **When will the formal half year reviews take place?**

For members of the Senior Leadership Team these will take place in July each year, for other employees these will take place in October each year.