



Dear Colleague

Changes to the PDPR process for 2019/20

I am writing to provide an update on changes that we will be introducing to the PDPR process and to invite you to feedback your views through staff focus groups on some of the details of the new approach to ensure the process is fully fit for purpose when it is introduced in 2019.

You may be aware that the University has conducted a review of the current PDPR process, drawing on the expertise of a staff Steering Group and Project Group including trade union representatives, informed by feedback from managers and staff across the institution, and from feedback via the Staff Engagement Survey.

The review made a number of recommendations to ensure the process can better support performance management and staff development, as well as improve equity and better distribution of performance-related reward.

The recommendations, accepted in full by the University Executive Board, are as follows. The process should:

- achieve a better balance in appraisal discussions between reviewing progress against objectives, setting future objectives and career development conversations;
- bring greater focus to 'how' work is done as well as its outputs and outcomes;
- encourage a more holistic appraisal discussion to include elements such as staff wellbeing and work-life balance;
- support good quality appraisal conversations by removing the performance 'rating' and if possible the direct relationship between the appraisal conversation and performance-related reward;
- help staff better understand how their role contributes to organisational aims, by framing objectives to link University strategic priorities, Faculty/Departmental plans and individual staff members' areas of focus;

In addition, it was agreed that we should change the name of the PDPR to Appraisal and Development Conversation (ADC) to better reflect its supportive purpose.

Appraisal and Development Conversation (ADC) from 1 May 2019

In line with the recommendations, the University is revising its approach to PDPR to become ADC from 1 May 2019 introducing new job family specific forms and new simplified guidance that aim to improve how objectives are agreed, achieved and monitored, encouraging regular conversations between managers and staff across the year.



You are invited to feedback your views and discuss the approach at dedicated focus groups, which will be held during w/c 10 December 2018 at the following dates and locations:

- **Tuesday 11 December 2018 at 9.30 am – 11.00 am in Room B65, Trent Building, University Park Campus (APM/Technical Job Family)**
- **Tuesday 11 December 2018 at 2.30 pm – 4.00 pm in Room C63, Portland Building, University Park Campus (R&T Job Family)**
- **Wednesday 12 December 2018 at 1.00 pm – 2.30 pm in Room A07, Business School South, Jubilee Campus (APM/Technical Job Family)**
- **Thursday 13 December 2018 at 9.30 am – 11.00 am in Room C15, Teaching & Learning Building, University Park Campus (O&F Job Family)**
- **Thursday 13 December 2018 at 12.30 pm – 2.00 pm in Room C70, Trent Building, University Park Campus (R&T Job Family)**

Booking link:

<https://training.nottingham.ac.uk/Guests/GuestCourse.aspx?CourseRef=PDPRSC&dates>.

The aim is for the full suite of new ADC documents to be launched in April 2019 and your views are really important in helping the Steering Group and Project Group ensure that the new process is fit for purpose. The groups, including trades union colleagues, will be continuing to meet during this period as we confirm the final details of the new approach.

Pay & Performance-Related Reward

There will be **no** change to the current approach to annual incremental salary progression up to the standard maximum.

However, under the new ADC system, performance ratings (1-3) will be removed and it is proposed that performance-related rewards (1PB and 1) will be removed to ensure that the new appraisal system focuses on the quality of the discussion in the appraisal meeting rather than, for example, on the rating that is awarded.

Instead, the University's PDPR steering and review groups will develop a new Performance Related Reward (PRR) model, learning from best practice. Whilst we are proposing that ADC will not be linked to the new performance related reward model we need to explore other options to make sure these are fit for purpose for our University before we confirm that the link will be broken but this is certainly the aim.

Staff will be invited to feedback their views on the principles of the new performance related reward model and discuss the intended approach at dedicated focus groups across our campuses during January, please look out for publicity for these sessions later in the year.

Further staff focus groups will be held in April 2019 to help finalise the performance related reward proposals.



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What do I need to do?

There is no need to do anything different immediately. Managers and staff should continue with the existing PDPR system for the current reporting year, maintain objectives, continue routine catch-up discussions, and arrange appraisal review meetings in March/April 2019.

At the appraisal review meeting in 2019, managers and staff should reflect on progress made against objectives as usual and record updates on the existing PDPR forms. Objectives set for the 2019/20 year, along with any planned areas for personal development should be recorded on the new ADC forms for the new reporting year from 1 May 2019.

If you have any further questions, please contact your [HR Business Partner](#) who will be happy to help.

Yours faithfully

A handwritten signature in black ink that reads "JKaur".

Mrs J Kaur
Director of Human Resources