

# Reviewer's – How to Guide – PRDPs

The first step to successful PRDPs is to ensure your team are fully aware of:

- What the PRDP process in your area is
- The purpose of PRDPs
- Tools available to support them
- What you will expect of them
- What they can expect of you

How do you rate? Do you...?	Often	Sometimes	Never
Agree what people are responsible for?			
Identify the behaviours you expect?			
Ask others what they want from you in terms of behaviours?			
Make a record of objectives that have been set?			
Agree <b>how</b> the achievement of objectives and targets will be measured?			
Agree <b>when</b> the achievement of objectives and targets will be measured?			
Agree a review date to review progress towards achieving objectives and targets?			



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How do you rate? Do you...?	Often	Sometimes	Never
Define the basic performance standards you expect?			
Discuss and agree support needed from others?			
Discuss and agree support others need from you?			
Determine the consequences of success?			
Determine the consequences of failure?			

A key part of preparation is researching and finding evidence to illustrate your comments. Having real 'evidence' with specific behavioural examples will smooth the way to effective and ongoing conversations, not just during PRDPs. When preparing examples of behaviours think about what you have **Seen, Heard, Touched**



*What behaviours have you seen?*



*What have you heard?*



*What has been the result? What have you been able to touch? Eg Reports etc*

**Remember!** PRDPs are about reviewing the previous year and planning for the future, not surprises! Any issues (for example poor performance) should have been dealt with at the time.

## Things for you to arrange...

- Agree a date and appropriate location (somewhere comfortable where you won't be disturbed).
- Explain the process etc, put the reviewee at ease.
- Obtain and review last year's PRDP and any one-to-one notes.
- Gather feedback on performance (if appropriate).
- Ask the reviewee to complete a draft form with their thoughts prior to meeting.

## Some things to check your reviewee has prepared...

- Reviewed their last PRDP objectives and development plan
- Prepared examples of future objectives – work and personal development
- Completed a draft form prior to the meeting.

## Top Tips...

- Be enthusiastic, if you are they will be too!
- Anticipate questions that you may be asked.
- Identify the resources and opportunities that are available to help them.
- Use different styles of questioning to encourage the individual to learn.
- Give appropriate feedback, ongoing and at every opportunity relating to specific objectives.
- Let the individual be creative in collecting evidence and stretch themselves.

## Questioning

By asking questions, listening and using silence you can effectively give ownership to the individual to review their own performance, and also to set their own objectives. You will have a view on these, but it is important that the individual feels empowered to comment on their own performance, then you can give your feedback and together you can agree the way forward.

Remember – asking open questions will encourage ownership and self decisiveness so aim to start as many questions as possible with one of the below:

### *Who? What? Where? When? How?*

How do you feel you have performed since your last PRDP?

How do you feel you have performed on each of the objectives?

What do you feel has gone well?

What have you achieved since your last PRDP?

Have you considered your strengths and development areas? What are they?

What do you think could have gone better?

Which areas of your performance would you like to develop further?

What actions / steps could you take to achieve your new objectives?

What support do you need to help you achieve your new objectives?

What are your future career aspirations?

## Listening

Are you a listener or a talker? In general, as a percentage how much do you speak in conversations compared to those you are speaking with? Whatever is left over will give you an indication of how much you think you listen to others compared to speaking.

In a PRDP it is vital when you are doing your preparation that you consider how much time you want to spend listening and how much time you intend to speak. This will depend on individual circumstance and how much extra information you might want to gather from the reviewee, as well as how much information you may wish to share.

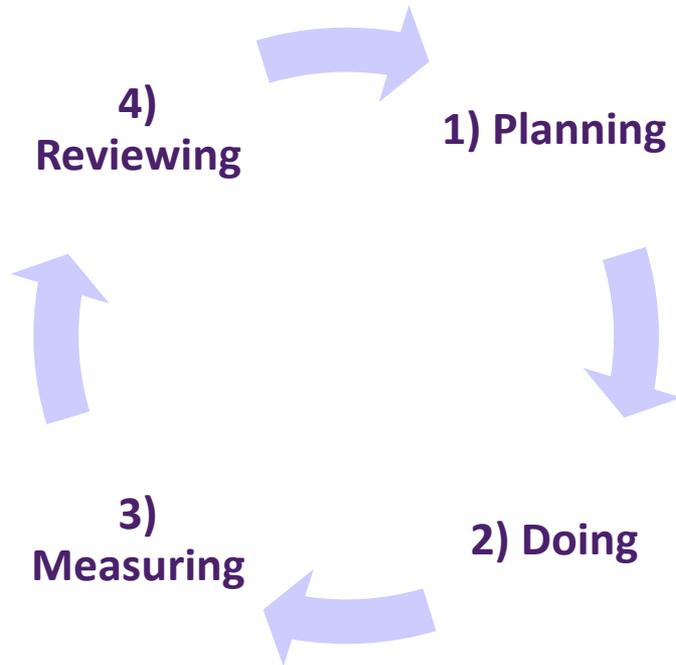
Remember! It's the reviewee's PRDP! So in theory they should be doing most of the talking.  
As a guide, you should only talk for about 30% of the time!

During the conversation try and be aware, if you are hearing your voice more than theirs, try and hold back a bit! The realisations that add most value to an individual are the conclusions they reach themselves! Think about yourself, if you are told to do something you are often more reluctant, however if you work it out yourself you feel more ownership and drive to achieve!



# PRDPs – ongoing development

PRDPs are just a small part of the **People and Performance Management Cycle**. Use the below process to ensure you are on track throughout the year.



## 1) Planning

Prioritise and plan for improvement. Identify measures and set expectations.

## 2) Doing

Implement plans and support progress. Training. Coaching.

## 3) Measuring

Help team achieve better performance. Raising awareness. Notice changes.

## 4) Reviewing

Understand impact of actions. Learn to change. Reward and recognition.

In between PRDPs there should be a continuous stream of open feedback and communication so that the PRDP conversation is just the more formal part of monitoring progress and establishing objectives.

However you should also make time to carry out interim reviews to make sure that the objectives that have been set during PRDP conversations are being met, touch base with your reviewee and help keep them motivated towards their goals and objectives. Keep a copy of PRDP forms handy so they can be revisited to see the progress that has been made.