**HR-Workforce Development**

PRaDS Lite

Guidance on the approach to PRaDS through 2020 - 21

(Updated 19/6/20)



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# INTRODUCTION

The COVID-19 pandemic presents unprecedented challenges for us all. It is essential that managers give employees the opportunity to review their performance and be able to talk about their health and wellbeing.

A simpler way of assessing and supporting performance is needed in the current climate. PRaDS Lite is a temporary approach and emphasises having meaningful and focused conversations.

Each Directorate should decide the most appropriate timelines for PRaDS with the aim that Managers complete them by the end of October 2020.

Guidance documents and resources have been included throughout this guide as well in a summary table at the end of the document with links to the [Business Continuity page](https://www.royalgreenwich.gov.uk/downloads/download/1067/hr_faqs_during_covid-19)

If preferred, managers who are conducting PRaDS can refer to the intranet for the full PRaDS guidance and original documents. It will be the manager’s choice whether to use the original documents or this PRaDS Lite guidance and review form which is intended to support busy managers throughout the COVID pandemic.

# ANNUAL REVIEW AND PLAN FOR 2020/21

A simplified form is available during this period, **click the icon below to open this**



This will structure the meeting to cover the following:

## Review

The manager and employee should review the outcomes and tasks set in the 2019 PRaD and setting a plan for2020/21.

* Provide a summary of how well the employee has performed in their job. Consider whether outcomes and tasks have been achieved, what went well, what didn’t go well, and any training and development undertaken.
* The review should be based on a conversation and include comments from both the manager and employee.
* The conversation should include how well the employee has demonstrated staff values and for managers, leadership behaviours. **Click the icon below for a guidance document**





## Plan

Set key tasks and objectives for the future. We know that Service Plans will be fluid over the next year and that each PRaD conversation will be specific to the individual role and area of work. In such uncertainty managers may wish to set objectives for a short period e.g. 6 months, rather than a full year.

* Agree the key outcomes and tasks for the next 6 months to a year. These will need to be flexible as service needs may change during the recovery from COVID-19
* Be clear about what is expected of both the manager and employee
* Agree any health and wellbeing support needed, learning and development, career aspirations and how these can be achieved. Staff can refer to **documents in the icons below**containing wellbeing support and continuing learning remotely



* Remember that any outcomes and tasks agreed need to be [[1]](#footnote-1)SMART and aligned to corporate and service priorities, staff values (and for managers, leadership behaviours)
* Agree frequency for regular reviews / one-to-one meetings /supervision. It is recommended that one-to-ones take place at least every 6 - 8 weeks and notes are taken of progress made and actions required. **Click in the icon below for the one to one form**

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# AFTER THE PRAD MEETING

* Following the PRaDS meeting, complete the annual review and plan form. Any areas of disagreement should be highlighted. The manager and employee should sign the form and send to the manager’s manager for review and signing.
* Record the outcome on iTrent. **Instructions are in the PDF document below**

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* Send PRaDS Summary of Team Training Needs to Workforce Development, **click on the icon below for the form**

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TOP TIPS FOR APPROACHING PRADS(for managers and employees)

* Prepare – Both the manager and employee should think about the PRaDs conversation in advance. If you are holding the meeting virtually think about the best time and circumstances for the manager and employee. Arrange a mutually convenient date and time and try not to change it. How can you ensure that the conversation is a two-way process with feedback from both the manager and employee?
* No surprises – Remember PRaDS is part of an ongoing conversation and any issues or concerns should have been raised in 1-1s / supervision.
* Be positive – Build on strengths as well as identifying areas for improvement.
* Active listening – The PRaDS conversation is a shared experience. Pay attention, involve the employee fully, reflect, clarify and summarise.
* Follow up regularly in 1-1s / supervision.

POSSIBLE AREAS TO EXPLORE IN THE PRADS MEETING(for managers and employees)

## Health and Wellbeing

An open and honest discussion about general wellbeing is recommended. The prompts below will help to guide it

* Has adequate support been put in place to ensure health and wellbeing needs have been met?
* Discuss relationships between the employee and others, staff and partners
* Discuss the employee’s communication with the team and manager. Consider what additional information and support should be made available, e.g. changes in IT equipment, timing or style of information that could help make any required improvements or ease pressure
* Discuss whether learning and development needs have been met? How has this helped the employee in their role?
* Are the challenges and rewards of the role balanced?
* What are the employee’s aspirations?

## Performance

Throughout this discussion, consider the staff values (and for managers leadership behaviours) and how well these have been met. Give examples.

* Consider the tasks and outcomes. What went well? What didn’t go well? Give examples.
* Has the employee’s role changed as a result of Covid-19? If so, how and how well did they adapt to these changes? Has the disruption to service felt by COVID affected the employee’s ability to meet the goals and targets set at the last PRaD? – reflect this in the review
* Discuss contributions made by the employee to the team and service’s outputs and development? Give examples.
* What needs to improve?
  + What can be put in place to achieve this improvement?
  + Who needs to make these changes? (manager, employer, other)
* Discuss the employee’s views of their own strengths and areas for development. How do they compare to the manager’s views of these?

## Setting Outcomes and Tasks

Having reviewed the employee’s previous performance, the manager should move forward and set goals and targets as appropriate. During these uncertain times both parties may agree that it is appropriate only to set goals for a limited time e.g. six months and then review.

## Career Aspirations and Learning Needs

* Consider how the employee’s current performance can be supported by training. The “Continuing Learning” document features all of the learning opportunities that are available during COVID and beyond. This includes upskilling apprenticeship (for CPD) or short half day virtual classroom workshops.
* Does any training need to be put in place in order to support the outcomes and tasks that have been set

## Resources

The table below has links to all the resources embedded in this document that are available on the Business Continuity pages

|  |
| --- |
| **Name of document** |
|  |
| [Staff Values and Leadership Behaviours](https://www.royalgreenwich.gov.uk/downloads/file/4620/staff_values_and_leadership_behaviours) |
| [Wellbeing Support for Staff](https://www.royalgreenwich.gov.uk/downloads/file/4468/wellbeing_support_for_staff) |
| [Continuing Learning](https://www.royalgreenwich.gov.uk/downloads/file/4528/continuing_learning_and_development) |
| [One to one form](https://www.royalgreenwich.gov.uk/downloads/file/4614/one_to_one_template) |
| [PRaDS: Recording on iTrent](https://www.royalgreenwich.gov.uk/downloads/file/4621/prads_recording_on_itrent) |
| [Team Training Needs](https://www.royalgreenwich.gov.uk/downloads/file/4612/team_training_summary) |
| [PRaDS Lite form](https://www.royalgreenwich.gov.uk/downloads/file/4613/prads_lite_form) |

For managers who prefer to use the full PRaDS process, the PRaDS pages of the intranet are unchanged and can be access [here.](http://rbg-shptai-01/sites/hrintranet/conduct/Pages/PerformanceReviewandDevelopmentScheme.aspx)

If you have any questions about PRaDS Lite please contact [HR Workforce Development](mailto:HR-WorkforceDevelopment%20%3cHR-WorkforceDevelopment@royalgreenwich.gov.uk%3e)

1. Specific, Measurable, Agreed, Realistic and Timed. [↑](#footnote-ref-1)