

Report Title	PDR Moderation 2019		
Sponsoring Executive	Raffaella Goodby, Director of People and Organisation Development		
Report Author	Bethan Downing, Deputy Director of People and OD		
Meeting	Trust Board	Date	1 st August 2019

1. Suggested discussion points *[two or three issues you consider the Trust Board should focus on]*

The Aspiring to Excellence PDR moderation is in its second full year at SWBH. Following completion of the first moderation, workshops were held with senior leaders with the aim of gaining feedback on the moderation process, learning from what went well and identifying areas requiring improvement in preparation for the next cycle. The main themes addressed as part of the feedback included:

- Scoring definition changed to make much clearer definition between the scores of 2 and 3
- There is a need to adhere to timescales for completion of PDR's so that the organisation can fully engage in the moderation process, and ensure that peer comparisons are made
- Further information and communication was given on a score of 2 not being a punitive score
- Information – Dashboards were reported back as good quality and easy to use and a summary is included in this paper

The PDR's for 2018/19 are now 96% complete and the organisation is working through the remaining 4% who have not completed their PDR's. The clinical group reviews focussed on PDR completion with assurance given for all to be completed by the end of July, to enable an effective PDR moderation to take place. Moderation panels will meet during August 2019, with initial reports and analysis available for the September People and OD Committee.

2. Alignment to 2020 Vision *[indicate with an 'X' which Plan this paper supports]*

Safety Plan		Public Health Plan		People Plan & Education Plan	X
Quality Plan		Research and Development		Estates Plan	
Financial Plan		Digital Plan		Other <i>[specify in the paper]</i>	

3. Previous consideration *[where has this paper been previously discussed?]*

People and OD Committee June 2019
Trust Boards. Various

4. Recommendation(s)

The Trust Board is asked to:

- NOTE** the completion of PDR's for 2018/19
- NOTE** the PDR Moderation Process timeline
- RECEIVE** an update through the September People and OD Committee

5. Impact *[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register		Risk 114				
Board Assurance Framework		BAF 7				
Equality Impact Assessment	Is this required?	Y		N	x	If 'Y' date completed
Quality Impact Assessment	Is this required?	Y		N	x	If 'Y' date completed

SANDWELL AND WEST BIRMINGHAM HOSPITALS NHS TRUST

Report to the Trust Board: 1st August 2019

PDR Moderation 2019

1.0 Introduction

This paper describes the moderation process and timescales for 2019 following the April – June PDR cycle. The paper includes the learning from the first cycle to support a successful second year moderation.

2.0 PDR Moderation

During October 2018 workshops took place with senior leaders to discuss the first year of moderation with the aim of gaining feedback to improve the PDR Moderation process for the future. There was a good volume of helpful feedback and the below detail some of the main themes of the feedback and solutions.

2.1 Scoring definition understanding was not consistent across the organisation

The scoring definition on the PDR form has been made clearer to match the definitions given in the training which were considered more descriptive enabling managers to score their staff.

2.2 There is a need to adhere to timescales for completion of PDR's and the impact supporting performance adequately if hindered if PDR's go beyond the cycle.

Facilitated PDR sessions were held with all Clinical Groups in February and March 2019 to ensure effective planning of time for PDR's and enabling the moderation to take place at a time when all PDR scores are entered onto the system.

The timeline is appended as Annex A. and below:

- PDR Preparation and Scheduling – 1st Feb to 31st March
- PDR Cycle 1st April – 30th June (scores updated by end of July 2019)
- Moderation commenced in August and all outcomes actioned by 30th August
- Appeals , submitted by end of First week of Sept and heard 3rd week of September

2.3 Information – Dashboards were reported back as good quality and easy to use and some initial analysis was requested for next years' PDR cycle

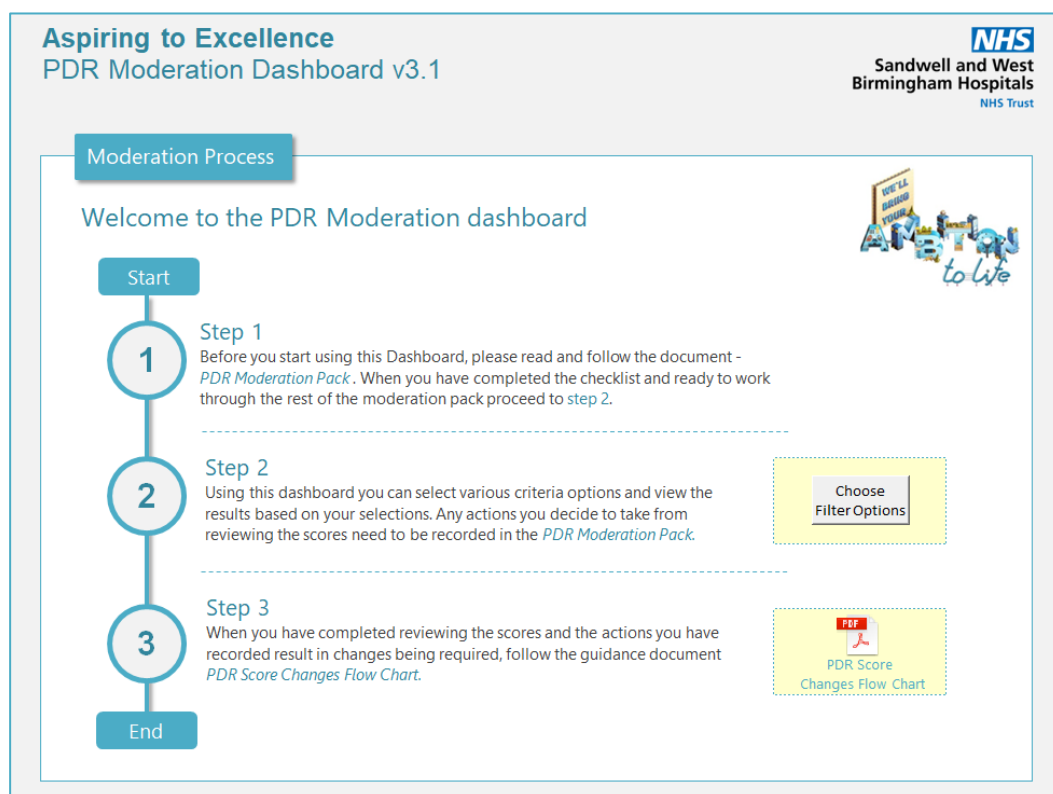
During the workshops there was a general consensus that the information provided through the dashboards was of good quality and easy to use. The dashboards were created on multiple occasions in the first year due to non-adherence of timescales, however the 19/20 cycle will run within the timescales and this will enable some pre-analysis of trends to be sent to groups from the Corporate function.

3:0 Moderation Dashboards

The moderation dashboards are provided and described below:

PDR Moderation Dashboard

1. **Welcome Screen** - On opening the dashboard the user is presented with a welcome screen explaining that they need to read and follow through the steps in the moderation pack (appendix 1), use the dashboard to query the PDR data, and record any actions.



2. **Filter Options Screen** - The filter options panel allows users to select the criteria to change the data shown in the dashboard. Validation on the input fields has been applied to prevent data entry errors.

Aspiring to Excellence PDR Moderation Dashboard

Navigation

Welcome &
Instructions

Filter Options



Group [Delete](#)

Directorate [Delete](#)

Dept(s) [Delete](#)

[Delete All Dept\(s\)](#)

The filter panel is where you can select the criteria to change the data shown in the dashboard. If no selections are made in this panel all the data available will be included.

When you have selected your filter criteria, click the 'Run Filter' button, then select 'Score maps' to view the results.

Run filter

Score Maps

Staff Group

	uncheck all
Administrative and Clerical	<input type="checkbox"/>
Estates and Ancillary	<input type="checkbox"/>
Nursing and Midwifery Registered	<input type="checkbox"/>
Add Prof Scientific and Technic	<input type="checkbox"/>
Additional Clinical Services	<input type="checkbox"/>
Healthcare Scientists	<input type="checkbox"/>
Medical and Dental	<input type="checkbox"/>
Allied Health Professionals	<input type="checkbox"/>

All staff groups will be included if no selections are made.

Band

	uncheck all
Band 1	<input type="checkbox"/>
Band 2	<input type="checkbox"/>
Band 3	<input type="checkbox"/>
Band 4	<input type="checkbox"/>
Band 5	<input type="checkbox"/>
Band 6	<input type="checkbox"/>
Band 7	<input type="checkbox"/>
Band 8 - Range A	<input type="checkbox"/>
Band 8 - Range B	<input type="checkbox"/>
Band 8 - Range C	<input type="checkbox"/>
Band 8 - Range D	<input type="checkbox"/>
Band 9	<input type="checkbox"/>
Medical & Dental	<input type="checkbox"/>

All bands will be included if no selections are made.

PDR score

Per	Asp	
		Delete
		Delete
		Delete
		Delete

All scores will be included if no selections are made.

2.1 Selecting Groups, Directorates and Departments

The user can populate their desired Group/Dir/Dept by using the drop-down features for the respective fields. If a user selects a group then the directorate field will only show directorates that belong to the selected group. The same applies for departmental selections where departments belonging to the selected directorate will be available for selection. Example shown below.

The dashboard is titled "Aspiring to Excellence PDR Moderation Dashboard". It features a "Filter Options" section with three main fields: "Group", "Directorate", and "Dept(s)". The "Group" field is currently empty. The "Directorate" field shows a list of options: Corporate, Imaging, Medicine & Emergency Care, Pathology, Primary Care, Community and Therapies, Surgical Services, and Women & Child Health. The "Dept(s)" field is also empty. There are "Delete" buttons next to each field. A "Run filter" button is located on the right side of the dashboard. A yellow box contains the following text: "The filter panel is where you can select the criteria to change the data shown in the dashboard. If no selections are made in this panel all the data available will be included. When you have selected your filter criteria, click the 'Run Filter' button, then select 'Score maps' to view the results."

The "Group" field is now set to "Corporate". The "Directorate" field shows a list of options: Corporate Nursing Services, Estates & New Hospital Project, Finance, Medical Directors Office, Operations, People & Organisation Development, and Strategy & Governance. The "Dept(s)" field is empty. The "Delete" buttons are still present.

As '**Corporate**' has been selected in the group field, the directorate field only lists directorates that belong to the '**Corporate**' group.

The "Directorate" field is now set to "Operations". The "Dept(s)" field shows a list of options: NJPHM - Pharmacy, BPOUT - Out Patients General, BPOUT - Out Patients General, CFKPS - Car Park & Security, CFPOR - Portering, CJMRG - Healthcare Records, NFGTS - General Transport, NFPPTS - Patient Transport Services (Swell), NJPHM - Pharmacy, and NJREG - Reg Pharmacy Trainees. The "Delete" buttons are still present.

As '**Operations**' has been selected in the directorate field, the departmental fields only list departments that belong to the '**Operations**' directorate.

2.2 Staff Group and Pay Band selections

A user can select their desired criteria for **Staff Group** and **Pay Bands** using the checkboxes. Multiple selections can be made. Example shown below.

Staff Group

	Staff Group	
Administrative and Clerical	<input checked="" type="checkbox"/>	
Estates and Ancillary	<input checked="" type="checkbox"/>	
Nursing and Midwifery Registered	<input checked="" type="checkbox"/>	
Add Prof Scientific and Technic	<input type="checkbox"/>	
Additional Clinical Services	<input type="checkbox"/>	
Healthcare Scientists	<input type="checkbox"/>	
Medical and Dental	<input type="checkbox"/>	
Allied Health Professionals	<input type="checkbox"/>	

All staff groups will be included if no selections are made.

Band

	Band	
Band 1	<input checked="" type="checkbox"/>	
Band 2	<input checked="" type="checkbox"/>	
Band 3	<input checked="" type="checkbox"/>	
Band 4	<input type="checkbox"/>	
Band 5	<input type="checkbox"/>	
Band 6	<input type="checkbox"/>	
Band 7	<input type="checkbox"/>	
Band 8 - Range A	<input type="checkbox"/>	
Band 8 - Range B	<input type="checkbox"/>	
Band 8 - Range C	<input type="checkbox"/>	
Band 8 - Range D	<input type="checkbox"/>	
Band 9	<input type="checkbox"/>	
Medical & Dental	<input type="checkbox"/>	

All bands will be included if no selections are made.

2.3 PDR Score selections

Scores can be entered for both performance and aspiration using the drop-down feature. Example shown below.

PDR score

	Per	Asp	
	4	<div></div>	delete
	3	A	delete
		B	delete
		C	delete
		D	delete

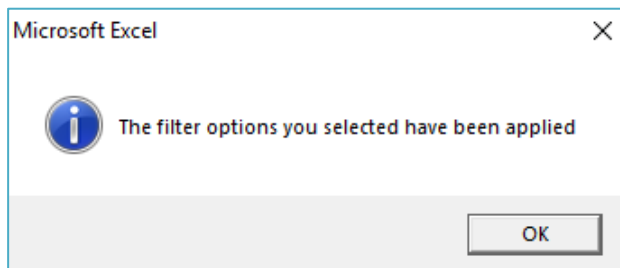
All scores will be included if no selections are made.

2.4 Running filter query

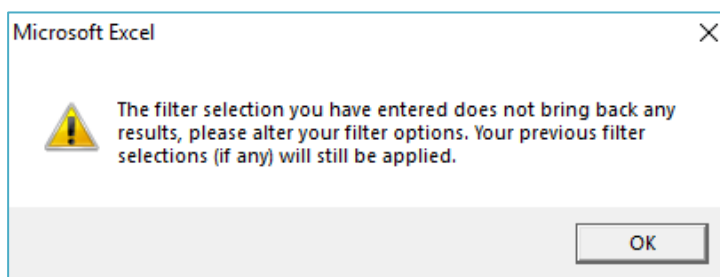
When a user has made their criteria selections they select the 'Run filter' button to query the data.

Run filter

If the querying of the data has been successful the user will receive the following message:

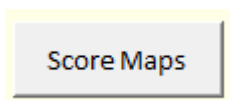


If unsuccessful the user will receive the following message:



3. **Score Maps Analysis Screen** - View and analyse the results.

When the user has completed their selections and ran the filter they can view the resulting analysis by selecting the '**Score Maps**' button.



3.1 Selected criteria panel

At the top of the 'Score Maps' page the user is provided with a reminder / confirmation of the criteria they selected. If no selections are made then all the data will be shown in the analysis.

PDR Moderation Dashboard Score Maps

Navigation

Choose
Filter Options

Results
Data table

Mandatory Training
Non compliance

Selected Filter Options

Total number of records 4995

Shown below is confirmation of the filter criteria used during the run filter process.

Group

Directorate

Dept(s)

Staff Group

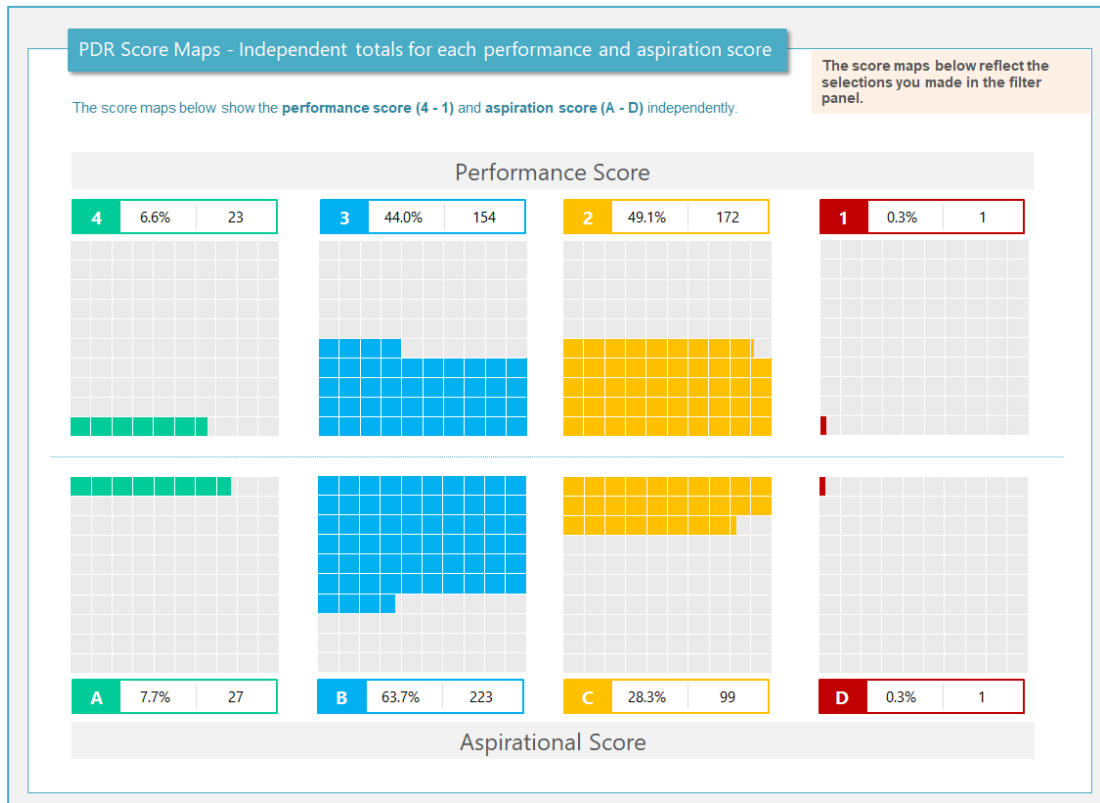
PDR Score

(All scores included)

Bands

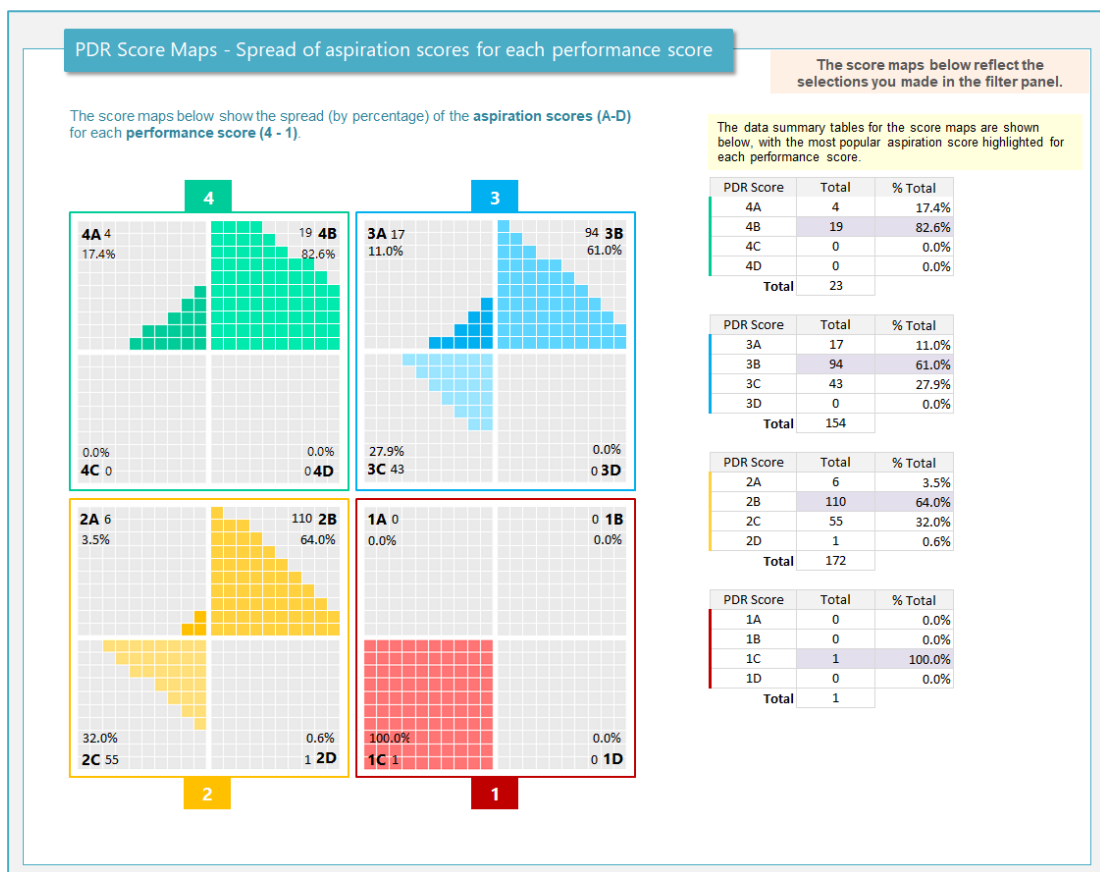
Supervisor

3.2 PDR Scores - Independent totals for each performance and aspiration score



3.3 PDR Score Maps - Spread of aspiration scores for each performance score

The score maps below show the spread (by percentage) of the aspiration scores (A-D) for each performance score (4 - 1).

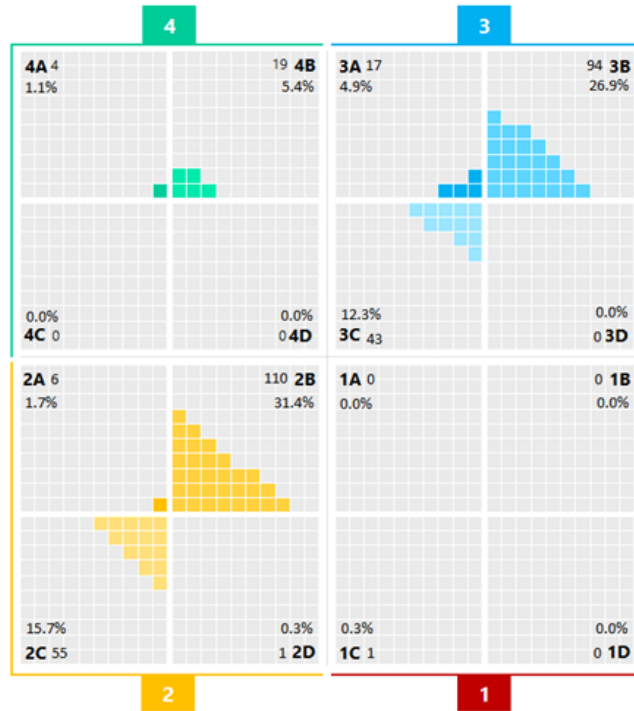


3.4 PDR Score Maps - Overall spread of score combinations

The score maps below show the overall spread (by percentage) for all performance / aspiration score combinations. A list of records for each score can be viewed by selecting the buttons available with the table.

PDR Score Maps - Overall spread of score combinations

The score maps below show the overall spread (by percentage) for all **performance / aspiration score combinations**.

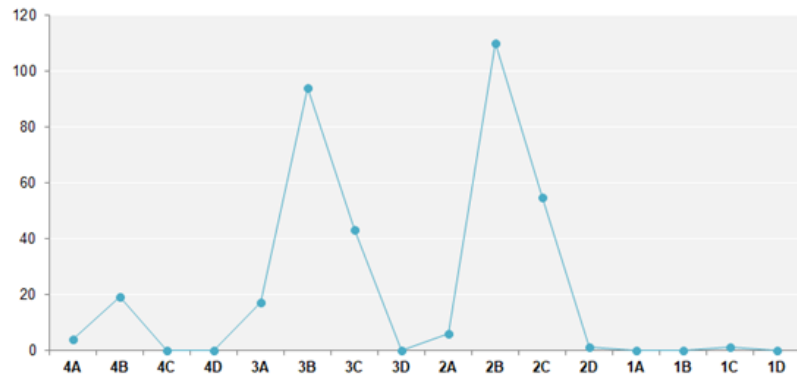


The score maps below reflect the selections you made in the filter panel.

The data summary table for the score map is shown below, with the most popular score highlighted. You can view the list of records for each score by selecting the relevant score button.

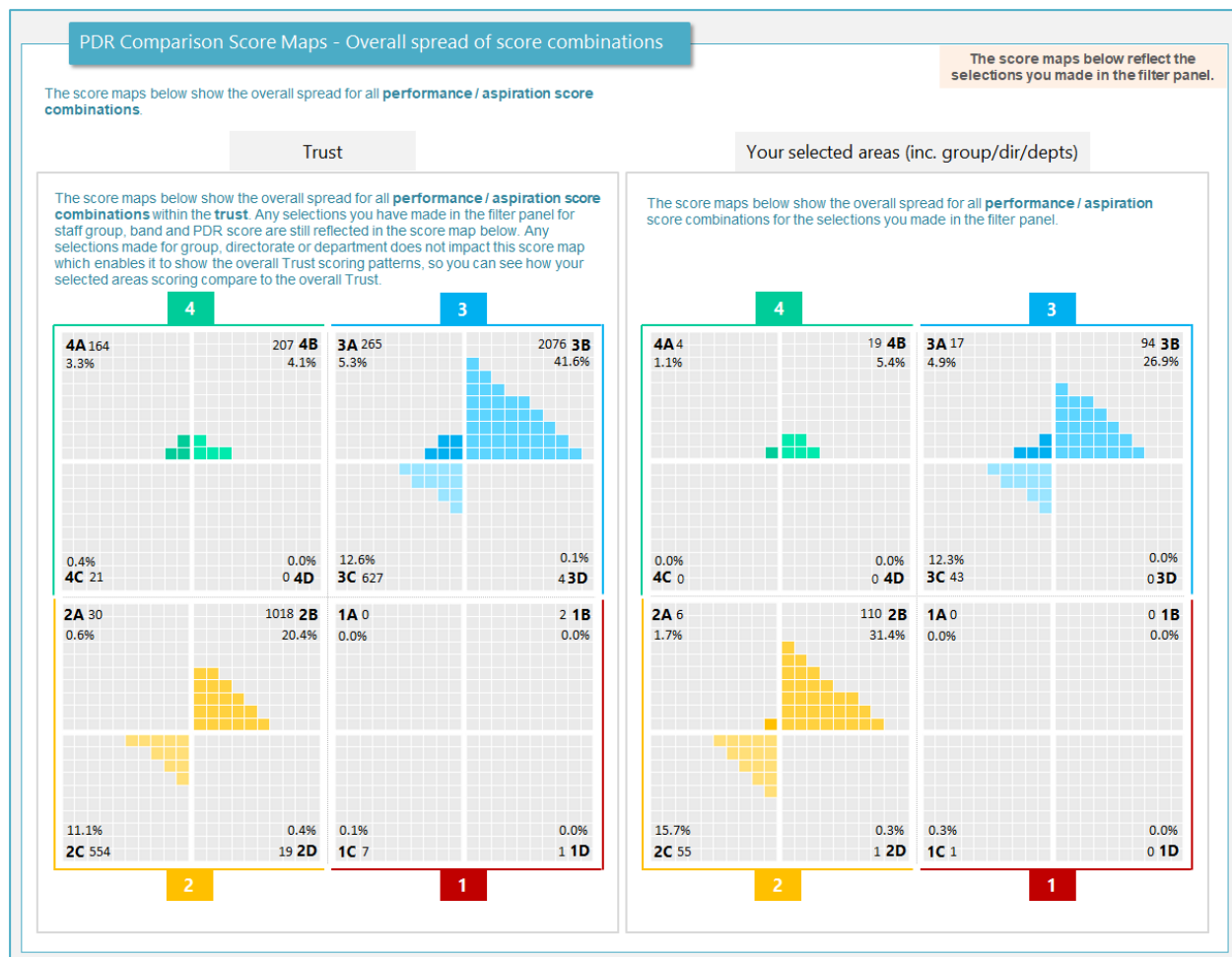
PDR Score	Total	% Total
4A	4	1.1%
4B	19	5.4%
4C	0	0.0%
4D	0	0.0%
3A	17	4.9%
3B	94	26.9%
3C	43	12.3%
3D	0	0.0%
2A	6	1.7%
2B	110	31.4%
2C	55	15.7%
2D	1	0.3%
1A	0	0.0%
1B	0	0.0%
1C	1	0.3%
1D	0	0.0%
Total	350	

The line chart below is an alternative visual to the score map above.



3.5 PDR Comparison Score Maps - Overall spread of score combinations

The score maps below show the overall spread for all performance / aspiration score combinations comparing the Trust against the selected areas.



4. Viewing the table data behind the analysis score maps.

To view the employee records that the analysis is based on select the '**Results Data table**' button.

Results Data table

5. Mandatory Training Non-compliance Analysis

At the top of the 'PDR Comparison Score Maps – Mandatory Training' page the user is provided with a reminder / confirmation of the criteria they selected. It will also indicate how many records from the total number are non-compliant.

PDR Comparison Score Maps - Mandatory Training

PDR scores changed to a 2 if and employee has been scored 4 or 3 and **non compliant** with their mandatory training

Navigation

View list of employees with PDR scores 4 & 3 and non compliance for Mandatory Training

Return to Score Maps

Selected Filter Options

Total number of records: 4995

Number of records non compliant with a PDR score of 4 or 3: 750

Shown below is confirmation of the filter criteria used during the run filter process.

Group

(All groups included)

Directorate

Dept(s)

Staff Group

Administrative and Clerical
Estates and Ancillary
Nursing and Midwifery Registered
Add Prof Scientific and Technic
Additional Clinical Services
Healthcare Scientists
Medical and Dental
Allied Health Professionals

PDR Score

(All scores included)

Bands

Band 1
Band 2
Band 3
Band 4
Band 5
Band 6
Band 7
Band 8 - Range A
Band 8 - Range B
Band 8 - Range C
Band 8 - Range D
Band 9
Medical & Dental

Supervisor

(No supervisor filter applied)

The comparison score maps below show the impact of current PDR scores 4 and 3 being changed to 2 where employees are non-compliant with their mandatory training.

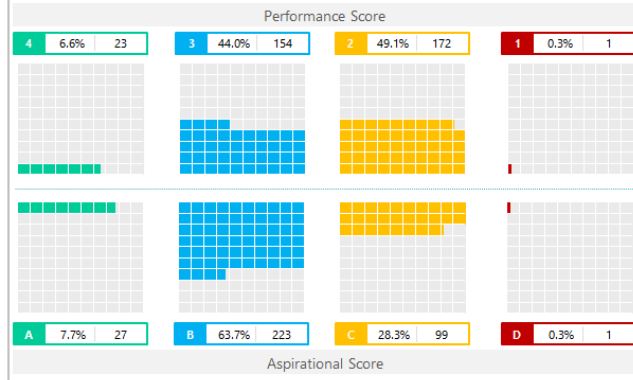
PDR Comparison Score Maps - Independent totals for each performance and aspiration score

The score maps below reflect the selections you made in the filter panel.

The comparison score maps below show the impact of current PDR scores **4** and **3** being changed to **2** where employees are **non compliant with their mandatory training**.

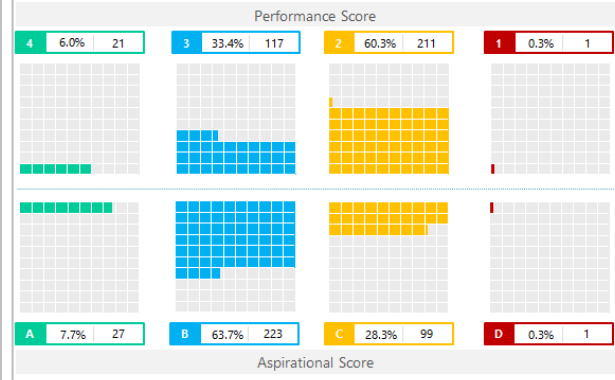
Current scores

The score maps below show the performance score (4 - 1) and aspiration score (A - D) independently.



Scores after Mandatory Training check

The score maps below show the performance score (4 - 1) and aspiration score (A - D) independently.



Difference			
4	-2	-0.6%	Decrease
3	-37	-10.6%	Decrease
2	39	11.1%	Increase
1	0	0.0%	Even

[View list of employees with PDR scores 4 & 3 and non compliance for Mandatory Training](#)

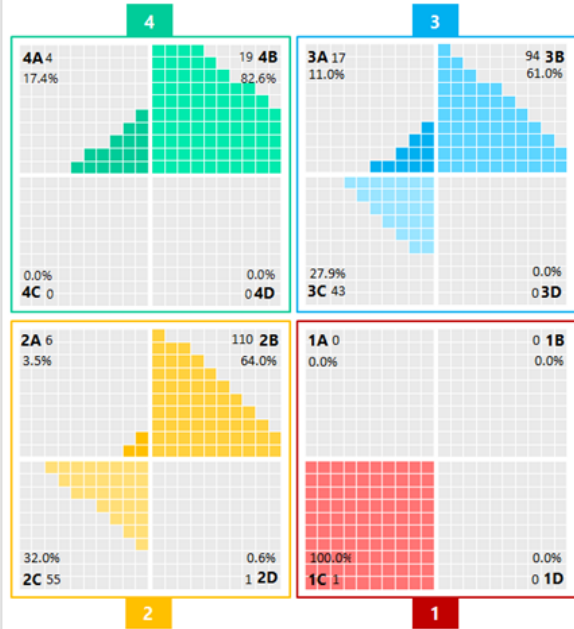
PDR Comparison Score Maps - Spread of aspiration scores for each performance score

The comparison score maps below show the impact of current PDR scores **4** and **3** being changed to **2** where employees are non compliant with their mandatory training

The score maps below reflect the selections you made in the filter panel.

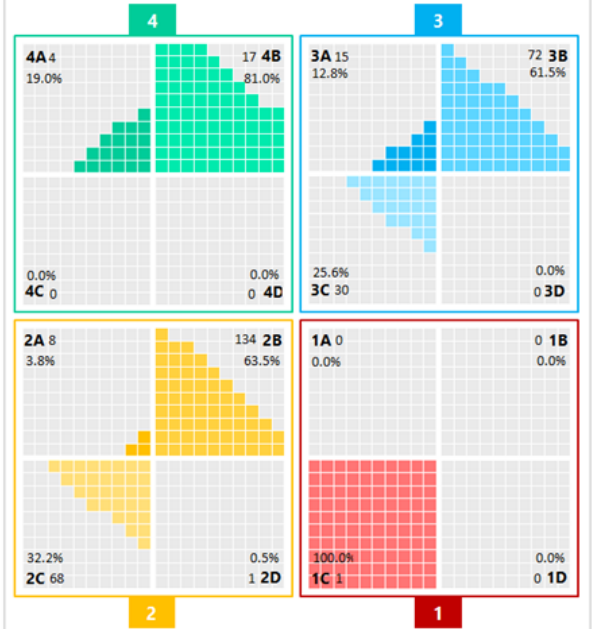
Current scores

The score maps below show the spread (by percentage) of the aspiration scores (A-D) for each performance score (4 - 1).



Scores after Mandatory Training check

The score maps below show the spread (by percentage) of the aspiration scores (A-D) for each performance score (4 - 1).



The data summary tables for both score maps are shown below, with the most popular aspiration score highlighted for each performance score. A difference table is provided in-between.

PDR Score	Total	% Total
4A	4	17.4%
4B	19	82.6%
4C	0	0.0%
4D	0	0.0%
Total	23	

Difference		
0	1.7%	Even
-2	-1.7%	Decrease
0	0.0%	Even
0	0.0%	Even

PDR Score	Total	% Total
4A	4	19.0%
4B	17	81.0%
4C	0	0.0%
4D	0	0.0%
Total	21	

PDR Score	Total	% Total
3A	17	11.0%
3B	94	61.0%
3C	43	27.9%
3D	0	0.0%
Total	154	

Difference		
-2	1.8%	Decrease
-22	0.5%	Decrease
-13	-2.3%	Decrease
0	0.0%	Even

PDR Score	Total	% Total
3A	15	12.8%
3B	72	61.5%
3C	30	25.6%
3D	0	0.0%
Total	117	

PDR Score	Total	% Total
2A	6	3.5%
2B	110	64.0%
2C	55	32.0%
2D	1	0.6%
Total	172	

Difference		
2	0.3%	Increase
24	-0.4%	Increase
13	0.3%	Increase
0	-0.1%	Even

PDR Score	Total	% Total
2A	8	3.8%
2B	134	63.5%
2C	68	32.2%
2D	1	0.5%
Total	211	

PDR Score	Total	% Total
1A	0	0.0%
1B	0	0.0%
1C	1	100.0%
1D	0	0.0%
Total	1	

Difference		
0	0.0%	Even
0	0.0%	Even
0	0.0%	Even
0	0.0%	Even

PDR Score	Total	% Total
1A	0	0.0%
1B	0	0.0%
1C	1	100.0%
1D	0	0.0%
Total	1	

View list of employees with PDR scores 4 & 3 and non compliance for Mandatory Training

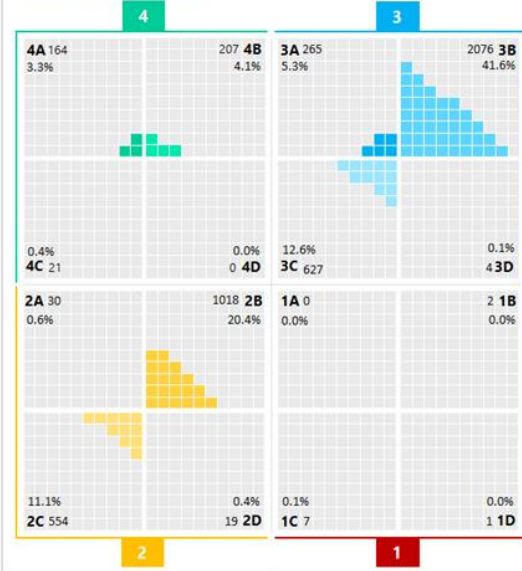
PDR Comparison Score Maps - Overall spread of score combinations

The comparison score maps below show the impact of current PDR scores 4 and 3 being changed to 2 where employees are non compliant with their mandatory training

The score maps below reflect the selections you made in the filter panel.

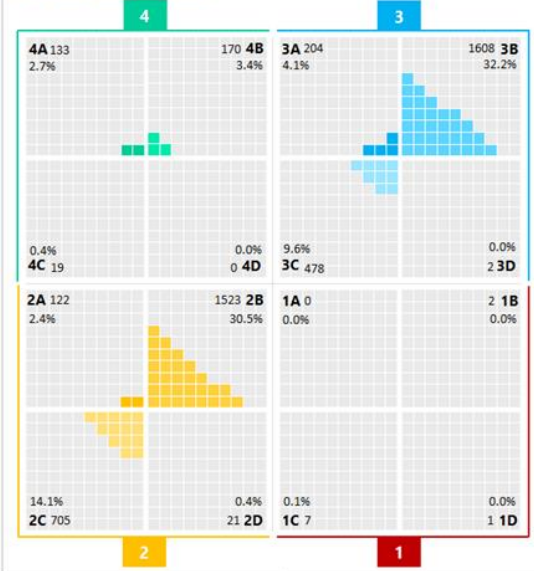
Current scores

The score maps below show the overall spread (by percentage) for all performance / aspiration score combinations



Scores after Mandatory Training check

The score maps below show the overall spread (by percentage) for all performance / aspiration score combinations



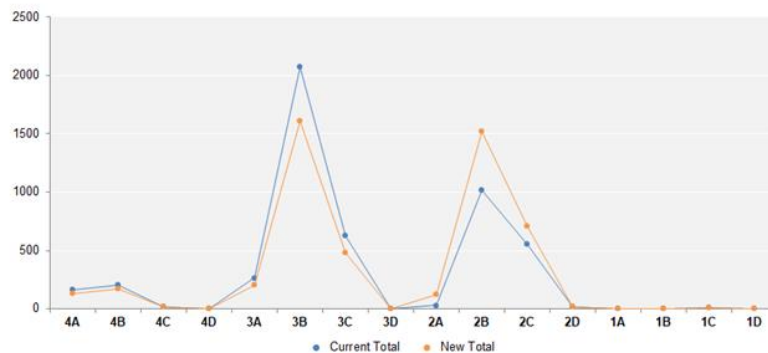
The data summary tables for both score maps are shown below, with the most popular score highlighted. A difference table is provided in-between

PDR Score	Current Total	% Total
4A	164	3.3%
4B	207	4.1%
4C	21	0.4%
4D	0	0.0%
3A	265	5.3%
3B	2076	41.6%
3C	627	12.6%
3D	4	0.1%
2A	30	0.6%
2B	1018	20.4%
2C	554	11.1%
2D	19	0.4%
1A	0	0.0%
1B	2	0.0%
1C	7	0.1%
1D	1	0.0%
Total	4995	

Difference		
-31	-0.6%	Decrease
-37	-0.7%	Decrease
-2	0.0%	Decrease
0	0.0%	Even
-61	-1.2%	Decrease
-468	-9.4%	Decrease
-149	-3.0%	Decrease
-2	0.0%	Decrease
92	1.8%	Increase
505	10.1%	Increase
151	3.0%	Increase
2	0.0%	Increase
0	0.0%	Even
0	0.0%	Even
0	0.0%	Even
0	0.0%	Even

PDR Score	New Total	% Total
4A	133	2.7%
4B	170	3.4%
4C	19	0.4%
4D	0	0.0%
3A	204	4.1%
3B	1608	32.2%
3C	478	9.6%
3D	2	0.0%
2A	122	2.4%
2B	1523	30.5%
2C	705	14.1%
2D	21	0.4%
1A	0	0.0%
1B	2	0.0%
1C	7	0.1%
1D	1	0.0%
Total	4995	

The line chart below is an alternative visual to the comparison score maps above.



- Viewing the table data behind the mandatory training non-compliance analysis score maps.

To view the employee records that the analysis is based on select the **‘View list of employees with PDR scores 4 & 3 and non-compliance for Mandatory Training’** button.

View list of employees with PDR scores 4 & 3 and non compliance for Mandatory Training

3.0 Conclusion

The PDR moderation dashboards and timeline have been upgraded following the review of the 2018/19 cycle and Groups involved in developing the timeline.

Bethan Downing
Deputy Director, People and OD

24th July 2019



Aspiring to Excellence Performance Development Review – Timeline

