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**How to complete a PDR meeting**

The PDR meeting is an opportunity for a manager and a member of staff to sit down and have a meaningful discussion about the individual’s performance and development. An effective meeting should provide for two-way discussion about past performance and future plans.

Preparation for the meeting is key – see our separate guidance on effective preparation.

During the meeting, managers should consider:

* Discussing performance against role requirements and objectives during the review period.
* Setting future objectives and planning development.
* Providing feedback through observations and examples, including sharing input from students, colleagues or stakeholders.
* Offering recognition and appreciation for successes and effort.
* Exploring any constraints to performance and how these can be addressed for the future.
* Encouraging the individual to give their views on their performance over the review period. The following questions may help:
  + What do they think has gone well, and where have they identified areas that have gone less well? What examples do they have?
  + What do they think are their key successes during the period? What challenges have they faced?
  + How do they believe they have developed over the period? What development do they feel they need for the future?
  + What do they need from you as their manager?
  + What do they think their focus should be for the future? What objectives do they think are relevant? What are their career or longer term aspirations?
* Don’t forget – PDR meetings should not just be about addressing performance issues. These should be dealt with when they arise. Discussions at the review meeting should not be a surprise.
* Always summarise the meeting, take notes and confirm discussions in writing.