

Annual Staff Review 2008 Guidelines

1. Introduction

The purpose of the University's Staff Review process is broadly:

- To enable you and your manager to review your performance over the previous year
- To reflect upon the implications of changing work practice
- To agree personal objectives in relation to departmental and University priorities for the forthcoming year.
- To identify and agree training and development needs

The *Annual Staff Review* is only one part of a continuous process and your line manager should be revisiting your objectives and training on a regular, but perhaps less formal basis during the year.

Your manager or Head of Department should be reviewing your performance with you on a regular basis, however, the University requires that at least once a year, time is set aside by both of you to hold a Staff Review conversation on a one to one basis, in an agreed format and with a formal record of the outcome.

Once objectives and training have been agreed then progress review dates should be set, thus the *Annual Staff Review* is part of a continuous process of monitoring and objective setting.

Annual Staff Review is not associated with pay. The University has separate procedures for dealing with issues regarding remuneration and regrading. Details are available from the Human Resources department.

The *Annual Staff Review* processes have been discussed and agreed with UCU and UNISON. Any issues should be addressed to your HR Business Partner.

2. The Process

2.1. Who does it cover?

All staff employed by the University are required to undergo *Staff Review* on an annual basis. This includes full-time, part-time and research staff (but not research students who have separate reviews with their Supervisors).

If you are on a fixed term contract then you should have *Annual Staff Review* if your period of employment with the University spans the normal period when such reviews are undertaken (June to September).

If you are new to the University then you will be discussing your personal objectives and developmental needs as part of the University's probationary procedures. You should still complete the *Annual Staff Review* since this is a longer term process and the outcomes should form the basis of subsequent *Staff Reviews*. Discussions as part of the probationary procedures and *Annual Staff Review* can be combined.

The *Annual Staff Review* applies even if you are shortly due to take a career break. The issues discussed will focus more on short-term objective setting, transitional arrangements and an agreed revisiting of the objectives upon your return to employment with the University.

Staff who are on a career break will need to undertake the review immediately on their return.

At the start of the *Annual Staff Review* process your Dean/Director will arrange for your Reviewing Manager to discuss the review prior to it taking place to provide an opportunity for you to prepare. If you have particular personal circumstances which make it unclear whether the *Annual Staff Review* should apply to you then ask your line manager, Dean/Director or Human Resources for clarification. Not participating in the process will require agreement from both your Dean/Director and the HR Director.

2.2 Who carries out the Review?

The review should normally be undertaken by your line manager to whom you report, however, there may be some instances where this is not the best option, for example:

- Where your manager has responsibility for a large number of staff and could not reasonably be expected to cover all staff adequately, in such instances the person undertaking the review should be by mutual agreement
- Where line management responsibility is shared, in such cases a joint review should be undertaken

In rare instances where there is potential conflict between the Reviewer and Reviewee either party may ask that an independent person be present. In such cases, representation should be made to your Human Resources Business Partner who, if they concur, will appoint an independent person to be present during the review.

2.3 How does it happen?

Annual Staff Review conversations can take between one and two hours and Reviewers are asked to ensure that an appropriate amount of uninterrupted time be provided for discussion.

It is the responsibility of the Reviewer to arrange an appropriate time.

Prior to *Annual Staff Review* you should have completed the appropriate form and given it to your Reviewer. We recommend that you take photocopy and take this with you to your review, in addition take a copy of the form from the previous year and should you wish to, a copy of your current job description.

2.4 Where does it happen?

The venue for the discussion should be one that permits confidentiality and an open discussion. A quiet room without interruption is also essential for a mutually beneficial review process.

We recommend that an informal meeting be held prior to the more formal conversation to ensure that you are fully prepared.

2.5 When does it happen?

Annual Staff Review forms will be issued to the Dean/Director in May; the *Annual Staff Review* conversations take place between June and September. A copy of page four will be sent to the Organisational Development Department within the first two weeks of October.

3. Filling in the form

We recommend that you use the paper based format for your Staff Review conversation, however, there is an electronic format available to record the final outcome.

3.1. Looking back at your objectives

In this section the Reviewee will review progress against their objectives and identify what went well and what didn't go so well. If One to One's were carried out on a regular basis this will help self review

1. Prior to review, the Reviewee will fill out the boxes with their view
2. The Reviewee and Reviewer meet, they will discuss and agree what will finally be entered into this box.

The important factor in this activity is the conversation that takes place and the Reviewer has the opportunity to discuss performance and where appropriate, performance improvement.

This is an opportunity for the Reviewer to recognise success and effective performance.

3.2 Looking back at your performance

3.2.1. Where your strengths are:

In this section the Reviewee considers their performance across all of their objectives and identify where they are successful.

When Reviewee and Reviewer meet, they will discuss and agree what will finally be entered into this box. This is an opportunity for the Reviewer to discuss overall performance and recognise effective performance and success.

If One to One's were carried out on a regular basis this will help self review.

This is an area where some Reviewee's find it difficult to admit to their strengths and it is an ideal opportunity for the Reviewer to remind them of the positive impact upon customer and colleagues.

3.2.2 Where do you feel you have areas for development

In this section the Reviewee considers their performance across all of their objectives and identify where they can improve or try another approach.

When Reviewee and Reviewer meet, they will discuss and agree what will finally be entered into this box. This is an opportunity for the Reviewer to discuss overall performance and hold a positive conversation about improvement. This section is not about criticism; it is about providing clarity, motivation and engagement. If One to One's were carried out on a regular basis this will help self review

3.2.3. What Challenges have there been?

Areas to reflect upon in this section include communication, customer care, team work, problem solving, making decisions, and time frames.

If One to One's were carried out on a regular basis this will help self review

This can provide the Reviewer with an opportunity to discuss the Reviewee's approach to situations and people, looking at both what and how things are done

3.2.4 Reviewer's comments about your performance

Staff Review is an opportunity to engage in a dialogue about the Reviewee's performance and the support required. The Reviewer needs to examine not just what has been achieved but how it has been achieved. This dialogue needs to be clear, honest, sensitive and even when discussing areas of difficulty, motivational. This is an opportunity to discuss what has gone well during the past year and providing positive feedback and to discuss areas where there has been difficulty. The Reviewer is encouraged to identify where they can provide support. We recommend that the Reviewee identifies areas of achievement and evidence that supports this to facilitate a two way conversation.

Some of the areas that can be discussed are:

- achievement rates (results)
- feedback from students, colleagues and customers (effectiveness)
- approach to teaching, customer care, colleagues, suppliers (includes delivery and support through interpersonal skills, continuous professional development and best practice)
- utilisation of technologies for teaching and delivery of service (innovation and efficiency)
- continuing reflection on professional practice (continuous improvement)
- promoting diversity and equality of opportunity (participation)

3.3. Looking Forward

3.3.1. Department/Team priorities for this year

These are developed from the University Priorities. The New Futures booklet can provide background information.

Guidelines will be provided for the HOD/Dean. The priorities are identified prior to the Staff Review process and will be recorded on this form prior to being sent out to each Reviewee.

3.3.2. Our Agreed priorities for this year.

These are high level priorities for the Reviewee to be achieved with support from the line manager and colleagues if required.

The Reviewer and Reviewee discuss the Department/Team priorities and agree the priorities for the Reviewee during the review.

Priorities may generate a number of different objectives; priorities give the overall focus and direction. Objectives describe what is to be achieved, when and how. Objectives are discussed and agreed in the next section and recorded on page four.

3.3.3 Achieving priorities

This will be discussed during the review; it ensures that there is both ownership and understanding.

In this section the Reviewer and Reviewee discuss the achievement of the priorities and identify any obstacles, problems or reasons why the Reviewee's priorities could be difficult to achieve. It is important that a coaching conversation takes place where the Reviewer encourages the Reviewee to identify how these obstacles can be overcome.

3.3.4 Developing in your role

In this Review learning and development is identified to enable the Reviewee to carry out their current role. Identify what is required to develop skills, knowledge, experience, behaviours and attitude. Requests for training courses are recorded on the final page.

3.3.4 Developing for the future – short term

In this section the Reviewer and Reviewee consider the Reviewee's future. Together they identify and agree appropriate learning and development, for example: job rotation, a NVQ qualification.

This learning and development will be completed within two years.

3.3.5 Developing for the future medium/long term

In this section the Reviewer and Reviewee consider the Reviewee's future.

Together they identify and agree appropriate learning and development, for example, a Post Graduate Programme, secondment, participating in a programme that awards certification and accreditation e.g. Accountancy, Electrical Engineering. This learning and development will be completed within five years.

3.4 Looking Forward

3.4.1. Setting objectives

This section should be completed by the Reviewer after discussion and related to departmental or corporate objectives within the scope of the individual role. Realistic objectives should be clearly identified together with any constraints and how the Reviewee can demonstrate that the objective has been met. If possible these should be prioritised. No more than ten objectives should be agreed.

3.4.2 Training and Development Needs

In this context training and development should be interpreted in its widest sense and might encompass:

- IT Skills and awareness
- Personal skills
- Health and safety
- Subject knowledge and understanding
- Job broadening or job sharing
- Conference attendance
- Professional updating
- Professional body membership
- Pedagogical skills and knowledge
- Research, scholarship and consultancy
- Committee work etc.

Information about Training and Development provided by the Organisational Development Training Unit is available on the Staff intranet or on any of the Staff Notice boards. Your Reviewing Manager will be given a copy of the Training Calendar which will provide a list of courses that will be delivered in the following year. You should identify those areas which you believe would assist you in your development and in conjunction with your Reviewer identify those which the University can support. There are limited resources and development that contributes to your personal effectiveness or to the overall aims and objectives of your work area will have priority.

Agreed training and development should be recorded on the final page of the *Annual Staff Review* form. This should include a reference to who is expected to provide the training and when it will be required. All staff should be encouraged to enrol for training courses provided by the University where appropriate. A copy of this page will be sent to the Organisational Development Training Unit where agreed training needs will be recorded onto a Faculty/Department Training Plan.

3.4.3 Completion of the document

The Reviewee 'owns' the document and will keep the original. Once the Reviewer and Reviewee are satisfied that the form is an accurate record of the conversation both sign the document. The form is then sent to either the Head of Department or the Dean/Director for the final signature with the form returned to the Reviewee. It is recommended a copy is taken before the original is sent. The Head of Department or Dean/Director will arrange for page four to be copied and sent to ODTU. The Reviewer must identify who will have sight of the documentation before the staff review takes place, this document is confidential and is intended that only the Reviewee, Reviewer, Head of Department and where requested the Dean/Director will view the document. ODTU have a copy of page four only.

3. Job Description

If your job description is not an accurate record of your current duties then the *Staff Review* provides an opportunity to raise this issue with your Reviewer who, if she or he agrees, should revise it accordingly. A revision to a job description does not necessarily imply any regrading. Written guidance on the preparation of a job description can be obtained from the Human Resources Department.

4. Post Review

Both parties should agree the information recorded on the form. All review forms will be reviewed by the appropriate senior manager and countersigned. If there are any areas of disagreement with the agreed objectives or training and development needs, then these will be conveyed to both parties and an amended form produced.

Your Reviewer should make a copy of the form and you should keep the original for future reference. It is the responsibility of the Reviewer to ensure both that a copy of the final page is sent to the Organisational Development and Training Unit and that the copy of the form is lodged in a secure place in line with departmental or faculty procedures.