PERFORMANCE APPRAISAL REVIEW GUIDELINES

These guidelines include information on the following:

- The information needed in order to prepare for the review meeting
- Who is responsible for the completion of each section of the PAR form
- Details of what is required in each section of the PAR form

SECTION A: REVIEW OF PREVIOUS YEAR
TO BE COMPLETED BY REVIEWEE

INFORMATION YOU NEED TO PREPARE:

A copy of your objectives from your last PAR or probation meeting or from your induction, and your Job Description (and any other supporting documents). You should also refer to your department’s objectives, and possibly the faculty. Academic staff may also find it useful to refer to their department’s publication and/or research strategy, peer assessments and student feedback.

You may find it helpful to provide your reviewer with these documents once you have completed sections A, C and D of the PAR form.

INFORMATION YOU NEED TO INCLUDE IN THIS SECTION:

1) A description of what you have done and achieved with regards to:
   - the roles and responsibilities outlined in your job description
   - the objectives you have been set (either in a previous PAR or probation meeting, or as part of your induction)
   - your contribution to the team, departmental, faculty and University objectives.

2) Identification of any pieces of work that you’ve found particularly satisfying and / or challenging, why and what you learned from this.

3) Identification of areas of your work that haven’t gone so well and what you’ve learned from this.

4) A brief summary of any development undertaken and the impact that this has had on your contribution.

5) Anything else that you would like to discuss during the PAR session (e.g. support from colleagues or your manager, job content changes, career development/ aspirations).

The information contained in this section should be a maximum of two sides of A4.
SECTION B: FEEDBACK AND ASSESSMENT OF CONTRIBUTION

TO BE COMPLETED BY REVIEWER

INFORMATION YOU NEED IN ORDER TO PREPARE FOR THE MEETING

The period under review is the previous 12 months (from the date of the review). This would normally cover the academic year.

Feedback should be given to the reviewee based on specific examples and evidence of what they have done and how they have done it in line with:

- the individual’s job role and responsibilities,
- the objectives set (from the previous year’s PAR or as part of induction/probation or as part of performance improvement measures),
- their overall contribution to the team, departmental, faculty and University objectives.

The topics for feedback may be driven by the content of section A and/or general reflections from the reviewer. It is expected that the review meeting is not the only time in the year that the individual receives feedback on their contribution.

When reviewing all staff performance, it is expected that career development, career aspirations and access to training and development is discussed

INFORMATION YOU NEED TO INCLUDE IN THIS SECTION:

FEEDBACK:

1) A brief description of the key themes discussed within the PAR meeting, including feedback given, specific examples and the identification of any extenuating circumstances with regards to what the reviewee has done and achieved in line with:
   - the roles and responsibilities outlined in the job description (and any other associated documents),
   - the objectives set (from the previous PAR meeting, as part of induction/probation procedures or as part of performance improvement measures),
   - their contribution to the team and/or departmental, faculty or University objectives.

Please note: It is expected that the information recorded in this section is concise and identifies the key points of the discussion only, giving examples to support the assessment of contribution.

ASSESSMENT OF CONTRIBUTION:

1) As a reviewer you will be expected to make an assessment of contribution using the headings given. The assessment of contribution that you make should be in line with the feedback given during the PAR meeting.

2) Depending on the circumstances the reviewer may choose to give the reviewee their assessment of contribution, either in the review meeting itself or after the review meeting. Whichever route chosen this must be done face to face

3) The reviewer must indicate whether the individual has met, partially met or not met the objectives set in accordance with the requirements of the role.
4) For reviewees with line management responsibilities, their contribution as a manager should be accounted for as part of the review.

5) Any member of staff who has not met the expectation or job requirements should already be aware through discussions with their manager that their performance is not at the expected level. They will also normally be:

- receiving support to improve their performance at the time of the review meeting or recently before it
- or
- given support to improve their performance following the review meeting.

Guidance on supporting employees who are not meeting performance expectations can be obtained from the department’s designated HR contact.

The Head of Department will consider cases where they have been notified of any dissatisfaction with the assessment and any other dissatisfaction with the year’s reviews. Any dissatisfactions should be raised within three weeks of the reviewee receiving the completed PAR form. Any remaining concerns should be raised through the grievance procedure within 3 weeks of the reviewee receiving confirmation of the outcome.

SECTION C: OBJECTIVES AND IDENTIFICATION OF SUPPORT

TO BE PROPOSED BY REVIEWEE AND APPROVED BY REVIEWER

INFORMATION YOU NEED IN ORDER TO PREPARE FOR THE MEETING:

A copy of your departmental priorities, objectives and any priorities/objectives that may apply to your role. This may include department strategies and research/publication strategies. Objective setting is integral to the PAR process. It is expected that any objectives set will be in line with/related to your departmental priorities/objectives in addition to any priorities/objectives related to your role.

Objectives that are set for individuals should contribute to the achievement of the University’s strategic priorities. These priorities will be reflected in faculty and departmental plans, and individual objectives should be aligned with these objectives.

If you are not the reviewee’s line manager it is advised that you seek clarification from the reviewee’s line manager of their expectations of the reviewee and their role.

INFORMATION YOU NEED TO INCLUDE IN THIS SECTION:

OBJECTIVES:

1) Objectives identified should:
   - Be in line with University/faculty/department/team objectives
   - Reflect the roles and responsibilities outlined in the reviewee’s job description, but be more than a reiteration of their job role
   - Be Specific, Measurable, Achievable, Relevant and have a Time frame
   - Include any objectives made known to the reviewee prior to the review meeting.

2) It is anticipated that most staff will have between 4 and 6 objectives depending on the complexity of their job role.
3) The objectives identified should be kept under review during the course of the year by both the reviewee and the reviewer.

Setting meaningful, SMART objectives involves discussion between the reviewer and reviewee. It may be that objectives are finalised after the PAR meeting itself. It is the responsibility of the reviewee to ensure that the objectives on the review form are the ‘final’ version.

It is strongly recommended that objectives are reviewed mid-year to ensure that they are still relevant and achievable. If any changes need to be made to objectives during the year these changes should be added to the original PAR paperwork and signed against.

In addition to the appraisal and mid-year review meetings, ongoing discussions should take place through the year at regular one to one meetings.

SUPPORT REQUIRED:

1) Any additional support that is required in order for the reviewee to achieve their objectives and/or meet the requirements of their job role should be noted here. This may include equipment, support from manager or other staff, IT software/hardware etc.

2) Training and development needs should be indicated under Section D. This may include immediate and future support to aid career development.

SECTION D: DEVELOPMENT
TO BE PROPOSED BY REVIEWEE AND APPROVED BY REVIEWER

INFORMATION YOU NEED IN ORDER TO PREPARE FOR THE MEETING:

Development needs identified under this section should have direct links to one or more of the following:

- Feedback from previous year – i.e. the identification of development needs as a result of past performance
- University requirements – i.e. the identification of development needs as a result of changes either internally (e.g. the introduction of new procedures/policies) or externally (e.g. Health and Safety legislation)
- Objectives set for the coming year – i.e. the identification of development needs as a result of future plans (e.g. taking on new responsibilities).
- Career development aspirations. Academic staff may find it useful to refer to the promotion criteria matrix and the professorial banding criteria.

INFORMATION YOU NEED TO INCLUDE IN THIS SECTION:

1) Clear identification of skills/knowledge required – e.g. written communication skills, understanding of x procedure, etc.

2) Identification of the method by which the skills/knowledge needs will be met – e.g. reading, attendance at conferences, e-learning, work shadowing, mentoring, coaching, course (internal/external) etc.
3) Clear identification of who will take the process forward as a result of the PAR meeting – e.g. who will undertake research on what is available if not known at the time of the meeting.

4) An initial timescale for meeting the development need should be agreed during the review meeting itself, but this may change after the review meeting as a result of further information.

It is the responsibility of the reviewer to ensure that the relevant information contained in this section of the PAR Form is considered by the department alongside any other development requests.

It is the responsibility of the reviewer to ensure that the reviewee is kept informed of the progress of the development requests at departmental level as appropriate and feedback should be given to the reviewee on any progress made within two months of the review meeting.

SIGNATURES AND DATES:

Both the reviewee and reviewer need to sign and date the form on its completion. Both parties are signing to clarify that:

a) they acknowledge the content of sections A & B
b) they agree the content of sections C & D
c) Heads of Department / line manager sign off
d) The head of department should review the form and make any comments as necessary with regards to the individual's performance.