1. College Objectives

At Performance Appraisal Review meetings, objectives are agreed for each individual member of staff for the forthcoming year. In order to provide a clearer line of sight between individual objectives and College priorities, this year the appraisal forms identify College objectives which should be customised into the right focus for each individual and incorporated into their objectives for the coming year. There are specific objectives identified for academic and professional services staff.

Two separate forms are now in place for academic and professional services staff, which highlight these specific objectives. Section C - "Smart Objectives" - has been split into two parts – C1 covers College objectives, and C2 individual objectives. Section C1 includes space for the Reviewer and Reviewee to agree a specific objective for the individual related to each College objective:

<table>
<thead>
<tr>
<th>College Objective</th>
<th>SMART objective for this year related to College Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Enhance the student experience through successfully partaking in the new personal tutor scheme.</td>
<td></td>
</tr>
</tbody>
</table>

College objectives will be part of a member of staff’s total objectives. There will be departmental and individual objectives which should also be agreed, and recorded in section C2. A recommended total number of objectives for each individual is 8-9.

At each appraisal the performance of the individual against the previous year’s objectives will be discussed. SMART objectives (specific, measurable, achievable, relevant, time-bound) should then be set depending on each individual’s role and stage of development. Where a College objective relates to an area of work that the individual is not involved in – for example being a Personal Tutor – there is no need to set a specific individual objective.

It is good practice for Heads of Department to have an overall perspective on the performance and achievements of individuals within their teams. Heads of Department are therefore encouraged to discuss this with the reviewers within their department after the appraisal process has completed.

It will be necessary for staff to have fully met their objectives before being considered for academic promotion, professorial re-banding, performance awards or consideration for the College Recognition Award Scheme.
2. Objectives for Academic Staff

College objectives for academic staff are as follows. Further guidance related to each objective is outlined below.

1. Enhance the student experience through successfully partaking in the new personal tutor scheme.
2. Ensure the timely return of student work
3. Produce a research publication/grant application/impact case study in line with the 'Statement on Research Expectations' document.

Personal Tutor Scheme.

Personal Tutoring is an essential part of students' development, and for the first time a standard baseline requirement for all personal tutors is provided through the new scheme. For some departments it will require changes to how personal tutoring is managed, and so for each member of staff this objective should be adapted to focus on what each individual needs to do or to change to ensure they are meeting this standard baseline requirement. Where departments or individuals are already surpassing the standards within the new baseline, the emphasis should be on maintenance and possible enhancement.

Ensuring the timely return of student work

Timely return of work is an important part of student satisfaction. The College wishes to place particular emphasis on this to encourage discussions on it at Performance Appraisal and objective setting related to it.

Research

Improving research at Royal Holloway should be in accordance with the College 'Statement on Research Expectations'. The research objective(s) will vary depending on the point of development of the individual academic and on discipline norms. It should require participation or delivery of one or all of the following:

- production of a high quality output in line with department expectations;
- providing grant funding to cover the cost of research and contribute to the indirect cost of College research infrastructure;
- providing a case study relating to the impact - socio/economic/cultural and local/national/international – of the research etc.

3. Objectives for Professional Services Staff

College objectives for professional services staff are as follows. Further guidance related to each objective is outlined below.

- Collaborate with other professional services staff and academic staff
- Improve the student experience
- Achieve personal effectiveness in role.
Collaborate with other Professional Services and Academic Staff

Specific objectives for individuals could relate to the new College Behavioural Framework under the 'joined up' element and could also include:

- Communication – increasing clarity about the areas of work and responsibility which are covered by the department; the individuals who do the work; contact details etc.
- Internal customer service – improvements in the area of service provided to colleagues.
- Collaborative working- initiatives which may improve this such as shadowing, joint working parties, representation at departmental away days etc.

Improving the student experience

This objective aims to demonstrate that all staff, regardless of what they do, have a role to play in improving the student experience.

It is not always easy for colleagues to appreciate this role if they do not regularly have direct contact with students. In setting this objective, reviewers and reviewees are asked to consider this role and set objectives accordingly. Some examples are:

- how the reviewee contributes to the effective running of the College environment
- improvements in efficiency
- providing support for a colleague who is working directly with students
- any action which contributes to the performance of another colleague or service

This objective could relate to the other three elements of the College Behavioural Framework – "Professional", "Individual" and "Efficient". Each individual may pick out a behaviour which he/ she would develop in relation to the Framework to improve the student experience.

Achieve effectiveness

This objective encourages individuals to be pro-active in making improvements in their own area of work. This could include the following:

- An element of the individual's role which could be improved
- Improvements within the individual's own sphere of influence
- Identifying value for money improvements.

4. Further Guidance

For further guidance on conducting Performance Appraisal Reviews, a new, short Performance Appraisal Moodle course has been developed which outlines the full process. Completion of this e-learning course is a mandatory requirement for all Reviewers.

Training in the skills associated with conducting a Performance Appraisal is also available – see the Organisational Development intranet pages for more details.