

INFORMATION SHEET

What is Staff Review and Development?

Benefits

Stages of the Review Process

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Principles

The purpose of Staff Review and Development (SRD) is to enhance work effectiveness and facilitate career development. SRD involves discussing ways in which your work could be developed and ways in which any difficulties and obstacles to progress could be removed. It is an essential part of the University's commitment to developing staff and to delivering a high quality service. The University SRD scheme allows for institutions to develop their own procedures within the basic framework summarised on this sheet. Therefore, you should refer to your institution's Staff Review and Development scheme for more detailed information.

Staff Review and Development ensures that you are clear about your responsibilities and have a formal regular opportunity to discuss any help you may need in meeting them. All staff should be included in their institution's Staff Review and Development scheme and receive the appropriate training.

There are three key stages to the Staff Review and Development process:

1. **Preparation** (taking stock, looking ahead)
2. **Discussion** (through a formal, regular Review meeting)
3. **Recording** (noting the agreed actions and objectives)

Your Reviewer will be specified in your institution's scheme and will normally be your Head of Institution or his/her nominated representative, for example your line manager/supervisor or principal investigator or a senior member of your institution, although you may discuss alternative Reviewers with your Head of Institution. Reviewers and Reviewees have an equal part to play at all stages of the process and in actively monitoring and implementing agreed Review Outcomes.

The staff Review and Development process aims to:

- ❖ provide an opportunity for positive and constructive two-way review of work progress
- ❖ allow agreement of an action plan
- ❖ provide for discussion of training needs for your current role and career development.
- ❖ allow for identification and discussion of difficulties or obstacles to your effectiveness
- ❖ provide a way of balancing your personal needs and ambitions with the University's overall objectives

Staff Review and Development is not a replacement for good management practice, a disciplinary tool nor a means of determining pay. The details of the review discussion remain confidential between yourself and your Reviewer (and your Head of Institution, if specified in your institution's scheme). However, if you wish you can put forward your review documents in support of an application for promotion or additional increments.

Benefits

Surveys carried out on the appraisal/review process have identified the following benefits for the institutions and individuals involved:

- ❖ improved communications
- ❖ a formal opportunity to review progress and plan for future activity and development
- ❖ clarification of roles, responsibilities, aims and priorities
- ❖ a formal record of experience and learning over time to complement a CV or Continuing Professional Development (CPD) activity
- ❖ an opportunity to draw on the ideas of all staff and for organisational learning
- ❖ more open styles of management and leadership
- ❖ better targeting and planning for training and development on an institution-wide or University basis
- ❖ enhanced overall performance through more effective and motivated staff.

(Information collated on training and development needs and other issues as part of the review process will not refer explicitly or implicitly to any reviewees.)

Equal Opportunities

Staff Review and Development has an overall contribution to make in furthering the University's Equal Opportunities Policy. The Scheme is open to all staff and equality of opportunity should be reflected in individual review outcomes and access to development opportunities.

The University's SRD Scheme is co-ordinated by the Human Resources Division. CPPD provide training and support for Reviewers and Reviewees. If you have any queries about operation of the Scheme, please contact your HR Business Manager, or CPPD on extension 32343, email: cppd@admin.cam.ac.uk. Additional sources of information and documentation including, a Booklet on the SRD Scheme and Guidance to Heads of Institutions are included on the Web (www.admin.cam.ac.uk/offices/hr/policy/). In addition, your HR Business Manager can provide advice on appropriate documentation, for example model forms.

A copy of your institution's scheme is available from your departmental administrator or your HR Business Manager (www.admin.cam.ac.uk/offices/hr/consultants/).

1 Preparation

You take stock of your progress against personal and professional plans since your last Review (or your appointment, if you've not been through the Review process before). Think about your successes and difficulties and consider what lessons you can learn for the future.

You look ahead to the coming review period and outline your key personal and professional plans. Think about what might hamper their achievement and about any training and development needs you have, now or longer-term. Your Reviewer will also be going through this process of reviewing your progress.

What you need to do:

- ❖ you agree a date for the Review Meeting with your nominated Reviewer
- ❖ you prepare for the review meeting by assessing your progress, for example recent achievements and responsibilities
- ❖ your Reviewer will discuss with you what you need to bring with you to the meeting, which may include your role description/ CV, prepared list of tasks/key activities (including indicating the balance of time and effort for each), the record of your last review, any training records you may have, project proposals and plans
- ❖ your Reviewer will complete a similar review of your progress
- ❖ you may find it helpful to draft a list of points for your discussion and pass it to your Reviewer well before the meeting date, who may add any further points for discussion and return the list to you, again well before the meeting date

Unless you agree otherwise, your preparatory documents remain confidential.

You now move to Stage 2

2 Discussion

A Review Meeting takes place between you and your Reviewer, which provides for discussion of your progress over the review period, of your training and development needs and for agreeing an action plan for the future, taking into account your institution's and the University's objectives.

It is up to you to agree with your Reviewer the formal framework for the meeting, in accordance with your institution's scheme. Whatever way you conduct the meeting, it should provide for constructive, two-way open discussion.

The Review Meeting may take place within the institution or away from the office, as agreed between you and your Reviewer. You should ensure that, wherever it takes place, you will be uninterrupted and that your discussion can be kept confidential. Allow at least an hour for the Review Meeting.

What you need to do:

- ❖ meet with your Reviewer at the agreed time and place
- ❖ discuss your progress against plans/aims over the previous review period, your training and development needs and your plans/aims over the next review period including any actions related to these
- ❖ agree the actions resulting from the review, to be recorded after the meeting

The details of your discussion remain confidential to you and your Reviewer after the Review Meeting, unless you agree otherwise and your Head of Institution or his/her nominated representative, who are also bound by the confidentiality rules, sign the record of your review.

You now move to Stage 3

3 Recording

Your achievements, training and development needs and plans for the next review period need to be recorded as agreed at the Review Meeting. Your 'formal' record is used as a starting point for the preparation stage of the next Review. It can also provide a useful record if you need to draw up a CV and act as a reminder of your training and development activity.

What you need to do:

- ❖ ensure that your agreed action plan and training needs are recorded (you may want to cut and paste some of the content from your draft review meeting planning document to save time)
- ❖ ensure that you and your Reviewer add comments as appropriate
- ❖ ensure that both you and your Reviewer see all parts of the record of your Review and then sign it, pass it to the Head of Institution (or his/her nominated person(s)) for his/her signature, and keep copies. A copy should also be retained centrally within the institution.

This information may, on an anonymous basis, be collated at group and institutional levels to provide an overview of action and needs.

If you are a Reviewer:

You are entitled to receive the appropriate training for Reviewers. As a Reviewer you have additional responsibilities in the SRD process for identifying common training and development needs or other general issues (on an anonymous basis) arising from the reviews you carry out. Your Head of Institution or his/her nominated representative will collate training needs and general issues arising from all reviews so that the appropriate action can be taken.

We acknowledge the contribution of the HESDA booklet 'Appraisal in Higher Education' in preparing this documentation