

Staff Review and Development
Contract Research Staff
For the Reviewer

Contents

- 1. About Staff Review and Development (SRD)**
- 2. SRD in the Department**
 - a. SRD Process: Five easy steps!
 - b. SRD Resources:
 - i. Training, booklets and forms:
 1. Self Review Form
 2. Additional Agenda Items Form
 3. PD25 Staff Review and Development Record
 4. PD26 Personal Development Plan
- 3. Information for the Reviewer**
 - a. A good review meeting
 - b. Preparing for a review meeting
 - c. During a review meeting
 - d. After a review meeting

1. About Staff Review and Development

What is Staff Review & Development (SRD)?

SRD is an essential part of the University's commitment to developing staff and to delivering a high quality service, providing a way of balancing your needs and ambitions with the University's overall objectives.

The review process should enhance work effectiveness and facilitate career development by encouraging staff to discuss their achievements, address challenges, set targets and consider their training and personal development requirements. It should ensure that members of staff are clear about their responsibilities and have a formal regular opportunity to discuss any help they may need in meeting them. This process does not replace good management practice, nor is it used as a disciplinary tool or a means of determining pay.

In Chemistry, the Head of Department, reads and signs every completed SRD form for Research Staff. The details of the review discussion remain confidential between yourself, your reviewer, the Head of Department and the Welfare, Training and Development Advisor.

How is SRD carried out?

There are three key stages in the SRD process:

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

Who will carry out my SRD review and how often?

Normally your line manager/supervisor but may also be an appropriate senior member of staff. For queries/concerns regarding your reviewer, contact Kathleen Pickett or Marita Walsh.

Your first review should take place 12 months after your appointment and thereafter annually.

How can I find out more information?

The Departments' SRD scheme:

<http://www-ch-int.ch.private.cam.ac.uk/staff-resources/contract-research>

The University's Guidelines: <http://www.admin.cam.ac.uk/offices/hr/policy/appraisal/>

Who can I contact for advice?

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Welfare, Training and Development Adviser
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2. SRD in the Department

2a. SRD Process: 5 Easy Steps!

The following is a simple guide to SRD in the Department:

1. Reviewee and Line Manager receive reminder for SRD meeting

2. Reviewee/Reviewer agree suitable date, time and location for the SRD meeting

Tip: Allow at least one hour for the meeting and sufficient time for any SRD training you need to attend and the completion of the review meeting preparatory work.

3. Reviewee/Reviewer prepare for the SRD meeting

Tip: The following SRD meeting preparation is strongly recommended:

Reviewee

- Attends SRD training for Reviewees if required
- Reads Section Four of this booklet: Information for the Reviewee
- Completes/returns the following forms to their Reviewer ahead of the meeting:
 1. **Self Review**
 2. **Additional Agenda Items**
- Brings all four SRD forms to the review meeting along with their generic role profile, CV and publications list.

Reviewer

- Attends SRD training for Reviewers if required
- Reads Section Four of this booklet: Information for the Reviewer
- Confirms any further items for the meeting by returning the following form to their Reviewee ahead of their meeting:
 2. **Additional Agenda Items**

4. SRD meeting takes place

Required: Reviewee/Reviewer complete and sign the following forms at the end of or shortly after the review meeting:

3. **PD25: Staff Review and Development Record**
4. **PD26: Personal Development Plan**

5. Shortly after the SRD meeting

Required: Reviewee/Reviewer send original completed and signed forms marked 'Confidential' to Victoria Dawson to: seek review/signature from the Head of Department, monitor for training and HR purposes and retain in the Reviewees personnel file.

Ideally this would include all four SRD forms but **MUST** include:

3. **PD25: Staff Review and Development Record**
4. **PD26: Personal Development Plan**

Tip: Reviewee/Reviewer should both keep a copy of these documents.

Next SRD meeting in 12 months time...

2b. SRD Resources

SRD training and booklets for Reviewees and Reviewers along with the following SRD forms form the basis of the Department's SRD process.

All are available on the Department intranet here:

<http://www-ch-int.ch.private.cam.ac.uk/staff-resources/contract-research>

SRD Forms	Completed by	When
1. Self Review Form (Optional)	Reviewee	Before the Review Meeting
2. Additional Agenda Items (Optional)	Reviewee	One week before the Review Meeting
	Reviewer	Two days before the Review Meeting
3. PD25: Staff Review and Development Record	Reviewer/ Reviewee	At/after the Review Meeting
4. PD26: Personal Development Plan	Reviewee	At/after the Review Meeting and throughout the review period.

3. Information for the Reviewer

3a. A good review meeting involves:

- Measurement** - Assessing progress against agreed targets and objectives and behaviour and attitudes against the Department's values.
- Feedback** - Providing information to individuals on their progress and on what is required to continue to perform well in the future
- Positive reinforcement** - Emphasising what has been done well and making only constructive criticism about what might be improved
- Exchange of views** - An open and honest exchange of views about what has happened, how the reviewee can improve their working methods, the support they need to achieve this and their aspirations for their future career.
- Agreement** - Jointly coming to an understanding about what needs to be done to improve and sustain performance generally and overcome any issues.

3b. Preparing for a review meeting

- Attend the University's 'Staff Review and Development for Reviewers' if you are new to reviewing and/or have not received similar training:
<http://www.training.cam.ac.uk/cppd/course/cppd-staffreview2>
- Agree the review meeting with plenty of notice. Agree a place and time where you will not be interrupted. Set aside at least one hour for the meeting.
- Encourage the Reviewee to prepare well. Ask them to complete the Self Review form and pass this on to you at least one full week before the review.
- Let the Reviewee know a minimum of two days in advance of the review if there are any additional points that you would like to add to the meeting agenda (for the Draft Agenda, see Section 4).
- Read the Reviewees generic role description, project plan (if appropriate), self-review and any previous review forms, objectives and information before the meeting. Consider the following:
 - How well the individual has progressed since the last meeting
 - The extent to which any agreed development plans from the last meeting have been implemented
 - The feedback to be given at the meeting and the evidence that will be used to support it
 - The factors that have affected performance, both within and outside the individual's control
 - The points for discussion on the possible actions that could be taken by both parties to develop or improve performance
 - Potential directions the individual's career might take
 - Possible objectives for the next review period.

Generic role descriptions for research positions can be found here:

<http://www.admin.cam.ac.uk/offices/hr/grading/pd33/>

- For those conducting multiple reviews, plan ahead and avoid fitting them all into a short period of time.

3c. During a review meeting

- Come to the review meeting prepared and ready for the Reviewee at the agreed time.
- The Self Review form is the baseline for the discussion and it is important to have read it thoroughly, noting any key points you would like to discuss.
- Set an appropriate tone, establish an atmosphere of equality.
- Outline the purpose of the meeting and the agreed agenda at the start of the review.
- Avoid starting the meeting on a controversial point.
- Let the Reviewee talk freely about his/her own role and encourage self-assessment of perceived strengths and areas for improvement
- If you have to raise points of areas for improvement, limit them to only two or three during the meeting and ensure you give **specific** examples rather than broad generalisations.
- Use open questions to get coverage in breadth and ensure that the Reviewee knows that you are interested and listening.
- Use closed questions for checking facts.
- Take notes. Tell the Reviewee that you are going to do this but avoid doing this when sensitive issues are being discussed.
- Summarise at the end of each point and at the end of the meeting. Make sure that points of action are agreed and who is responsible for that action.
- Set SMART objectives:

Clear objectives are key to the SRD scheme. They give a precise forecast of required achievements at some point in the future. By using the SMART formula below you can agree objectives with your Reviewee that have been thoroughly thought through.

Encourage the Reviewee to identify and own the objectives because they are likely to be more committed to them.

S pecific - What do you really want to do?

Sometimes we set enormous generalised goals and wonder why we don't achieve them. A clear and concise objective keeps us focussed and has much more chance of success.

M easurable - How will you know when you have got there?

Referred to as "success criteria". You need some indications that help you recognise the achievement of your objective.

Achievable - Can you do it?

Will there be a feeling of accomplishment at the end? Reviewees tend to set unrealistically high objectives and can be highly critical of their own performance in meeting these objectives. Do not set too many, three to five per year should be enough.

Relevant - Who is it for?

Is it in the joint interests of the Reviewee, the Department and the University? A personal objective such as obtaining a qualification or learning a skill can be just as useful as a task objective directly related to the job description.

Time span - When will it be completed?

This may include long and short term objectives ranging from next week to a number of years. Without some time forecast and checking mechanism the objective can disappear under all the other pressures of work. A long term objective is likely to have a number of short term objectives within it.

- Check that the Reviewee has had an opportunity to raise everything they want to.

REMEMBER:

A good review meeting is one where the Reviewee does most of the talking.

A formal review meeting should not be used to raise performance issues that reviewers were not previously aware of and/or should have been dealt with at the time.

Best practice and the most effective working relationships deal with queries, issues and concerns at the time they occur.

3d. After a review meeting

- The outcome of your review meeting should be recorded on the Review Forms (PD25 Staff Review and Development Record and PD26 Personal Development Plan).
- Write up your notes while they are fresh in your mind.
- The review forms must be signed by both the Reviewee and Reviewer. Copies should also be retained. The original, together with the original Self Review form (optional), should be passed to the Welfare, Training and Development Adviser who will seek review and signature from the Head of Department. Please return them promptly.
- Undertake any follow-up action agreed at the meeting.

Information provided by the Chartered Institute of Personnel and Development (June 2013) was used to prepare this section.