

## PERFORMANCE REVIEW POLICY

### Introduction

1. This policy will ensure that staff understand their role in achieving the vision and strategic objectives of the University and support the commitment whereby individuals (Reviewees) have the responsibility and opportunity through the annual Performance Review to identify, discuss and agree with their line manager (Reviewer) their professional development needs and any other supporting interventions in order to achieve the individual objectives set to support the Academic Groups /Unit local plans and the University Strategic plan. The policy seeks to build upon good practices at the University of Bolton.

### Policy Statement

1. The Performance Review is based on the understanding that staff are aware how their role supports the University's strategic objectives (see Appendix 1). The purpose of the review is to discuss an employee's role and previous year objectives with their line manager and agree objectives linked to the local plan of the Academic Group/Institute/Service for the forthcoming year and what support will be required to achieve these objectives. The review is an opportunity for employees and line managers to have a conversation in relation to the contribution of the employee and recognise contribution to the role, and/or Academic Group/Institute/Service. It is the policy of the University that all staff should undertake such a review on an annual basis to ensure that their work is aligned with the University's current strategic priorities.
2. This policy applies to all University employees and all staff are expected to engage with the process as a Reviewee.
3. Implementation of this policy will be by:
  - Publicising the policy throughout the University;
  - Providing training to Reviewers and Reviewees (where required) through Personnel Services.
4. Benefits of the Performance Review for the University include:
  - a. Aligns individual goals with those of the Academic Group/ Institute/Service and therefore optimise the performance of both;
  - b. Develops the relationship between Reviewer and the Reviewee, allowing for the exchange of ideas;
  - c. Facilitates mutual understanding of the requirements of the Reviewee's role;

- d. Increases understanding of the Academic/Institute/Service's goals, quality standards and local plans.
5. Benefits of the Performance Review for Reviewees:

The review will provide the opportunity to:

- a. Have an honest and constructive meeting about progress against objectives and development needs;
- b. Give constructive feedback to the Reviewee in relation to role and work;
- c. Agree objectives for the review cycle to guide activities;
- d. Align the individual's goals with those of the Academic Group /Institute/Service;
- e. Clarify the Reviewee's role within the Academic Group /Institute/Service;
- f. Build and sustain a positive working relationship between the Reviewee and the Reviewer;
- g. Allow uninterrupted time to discuss key issues with a Reviewer.

## **Responsibilities**

### *Responsibilities of Reviewers:*

- To ensure that the date of the review meeting is scheduled at the commencement of the review cycle and a suitable venue is available to hold the review;
- To hold a review meeting with each of their line reports;
- To provide feedback on the progress made by the Reviewee in achieving their objectives based on fair, objective and measurable criteria;
- To maintain an appropriate professional relationship between themselves, and the Reviewee;
- After each review meeting, complete the final version of the Performance Review form and provide a signed copy (as indicated on the form) to the Reviewee, the Academic Group Leader / Director / Head of Service (as appropriate) and Personnel Services;
- To ensure that the agreed development needs and other supporting interventions are implemented;
- To participate in any training for Reviewers.

### *Responsibilities of Reviewees:*

- To cooperate fully and engage with the Performance Review;
- To prepare for their review meeting by completing section one of the appropriate Performance Review form with details of previous objectives and providing a copy to their Reviewer prior to a review meeting;

- To ensure that they have identified and can present evidence of progress made within the objectives previously agreed and identify the goals achieved as well as any shortcomings and the reasons for not being able to meet their objectives.
- To attend review meetings when requested and discuss their achievements, successes and progress in delivering objectives for their role with their Reviewer;
- To maintain an appropriate professional relationship between themselves, and the Reviewer;
- To discuss any development needs and other support interventions they may need in order to effectively deliver their objectives;
- To sign by way of agreement the final Performance Review form;
- To participate in any training for Reviewees where required.

***Responsibilities of Personnel Services:***

- To keep a copy of all Performance Review forms on the appropriate Reviewee's personnel record and with a view to identifying University wide training needs.

***Responsibilities of Provosts / Academic Group Leaders / Directors / Heads:***

- To ensure that all staff under their responsibility have undertaken the Performance Review within the relevant annual cycle;
- To ensure all agreed training and development needs and/or other support interventions for all staff under their responsibility are implemented within the agreed timeframe where practicable to do so;
- To allocate the resources as far as is practicable and within the resource envelope available to implement the agreed training steps to be followed (see Appendix 2) and development needs and/or other support intervention;
- To participate in any training in relation to the Performance Review policy and process.

**Performance Review – Steps to be followed (see appendix 2)**

The Performance Review will usually occur in an annual cycle starting from March and completed by the end of May. For individuals new to the University or this process or to a new role, a Performance Review will be undertaken to fit in with the current cycle and takes place during the individual's probationary period.

Every employee must have the opportunity to have a review meeting in any Performance Review Cycle. Although this is usually an annual process, objectives may be informally reviewed periodically throughout the Performance Review Cycle. It is however expected that an informal mid-point review of progress is held in order to ensure that progress is being

made and that any problems encountered can be dealt with before the end of the assessment period.

The Performance Review is split into three stages however is documented on one Performance Review form:-

- Preparation
- The Performance Review Meeting
- The Performance Review Outcome

### ***1. Preparation***

Before holding a review meeting both the Reviewee and Reviewer should ensure that they have prepared for the meeting:

- a. The Reviewer should schedule a time, date and location for the review meeting to be conducted with each of their line reports, ensure each Reviewee is aware of the arrangements for their review meetings and to use the period for collection of information that will assist them in their preparation for the review;
- b. The Reviewee will complete section one of the Review form with details of previous year objectives. This is to help the Reviewee reflect on how he/she has developed and what he/she has achieved in their current role and in their agreed objectives from the previous year's review. The Performance Review form should then be submitted to the Reviewer no later than 7 calendar days before the review meeting;
- c. The Reviewer should reflect on how the Reviewee has developed and achieved against the agreed objectives and consider what objectives may be set for the Reviewer for the current year in order to contribute to the operational plan of the Academic Group /Institute/Service;

### ***2. Performance Review Meeting***

At the review meeting the Reviewer and Reviewee will go through section one of the Performance Review form and exchange views on the achievements from the previous Performance Review Cycle.

The Reviewer will also discuss:-

- a. The objectives for the forthcoming year and how these might be achieved and the timescales involved in relation to the strategic priorities of the Academic Group/Service/Unit in line with the University's strategic plan; and
- b. Any appropriate learning enhancement, development and / or other support mechanisms required by the Reviewee to support him / her to successfully deliver the agreed objectives.

Performance improvement (where performance falls below an acceptable standard), disciplinary or grievance issues should not be raised during a review meeting. Any such issues should be considered under the University's Performance Improvement, Disciplinary or Grievance procedures as appropriate and advice should be sought from Personnel Services.

### **3. *Performance Review Outcome***

After the review meeting, the Reviewer is required to complete the Performance Review form and send it to the Reviewee for signing to confirm receipt of the completed Performance Review form and details therein. After both parties have confirmed their agreement or otherwise with the outcome of the Performance Review and signed the Performance Review form, a copy should be retained by the Reviewer and Reviewee and a further copy sent to the Personnel Services for filing on the Reviewee's personnel file.

The Reviewer will also ensure that any development needs are forwarded to the relevant Academic Group Leader / Director / Head and Personnel Services with a view to identifying University wide training needs. It is the responsibility of the Reviewer to ensure any agreed development needs and / or support interventions are implemented in the agreed timeframe where practicable to do so. It is the responsibility of the Reviewee to ensure that they cooperate with the implementation of any agreed development needs and/or support interventions and attend any scheduled events.

Where possible, update meetings (mid-point review meetings) should be held by the Reviewer with the Reviewee to monitor progress of agreed actions.

### **Raising Issues in Relation to the Performance Process / Outcome**

Any concerns raised by the Reviewer or the Reviewee should be addressed by Personnel Services.

If Reviewer and Reviewee cannot reach an agreement in the review meeting this should be documented within the Performance Review form.

### **Discipline**

Unreasonable refusal by a Reviewee and/or Reviewer to undertake the Performance Review will be treated as a disciplinary issue.

## **Equality Impact Assessment**

1. An Equality Impact Assessment (EIA) has been completed on this policy.
2. The University is committed to the promotion of equality, diversity and a supportive environment for all members of our community. Our commitment to equality and diversity means that this policy has been screened in relation to the use of plain English, the promotion of the positive duty in relation to the protected characteristics of race, sex, disability, age, sexual orientation, religion or belief, gender reassignment, marriage and civil partnership, pregnancy and maternity.
3. All University policies are subject to periodic review under the equality impact assessment process.

## **Monitoring and Review**

This policy will be monitored to judge its effectiveness and updated in accordance with changes in the law via the Organisational Development and Equality and Diversity Committee.

## **Other Policies and Procedures**

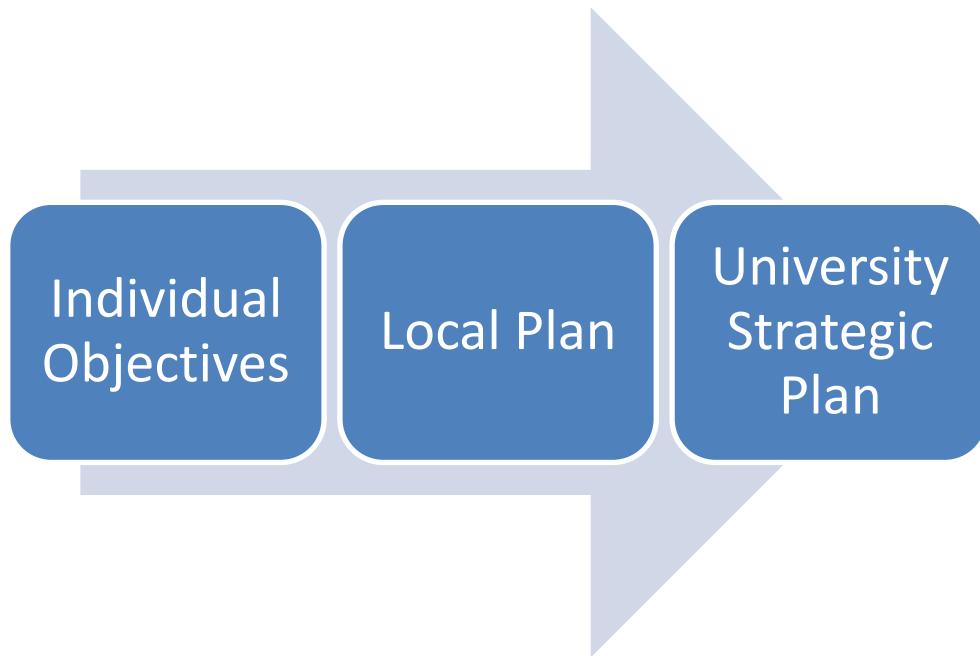
- Internal Performance Improvement Procedure
- Guidance on Workload Allocation
- Equal Opportunities Policy
- Staff Disciplinary Procedure
- Staff Grievance Procedure
- Bolton Academic Framework

## **Dissemination of and Access to the Policy**

This policy will be published on the University of Bolton's website to be available to all staff.

## Appendix 1

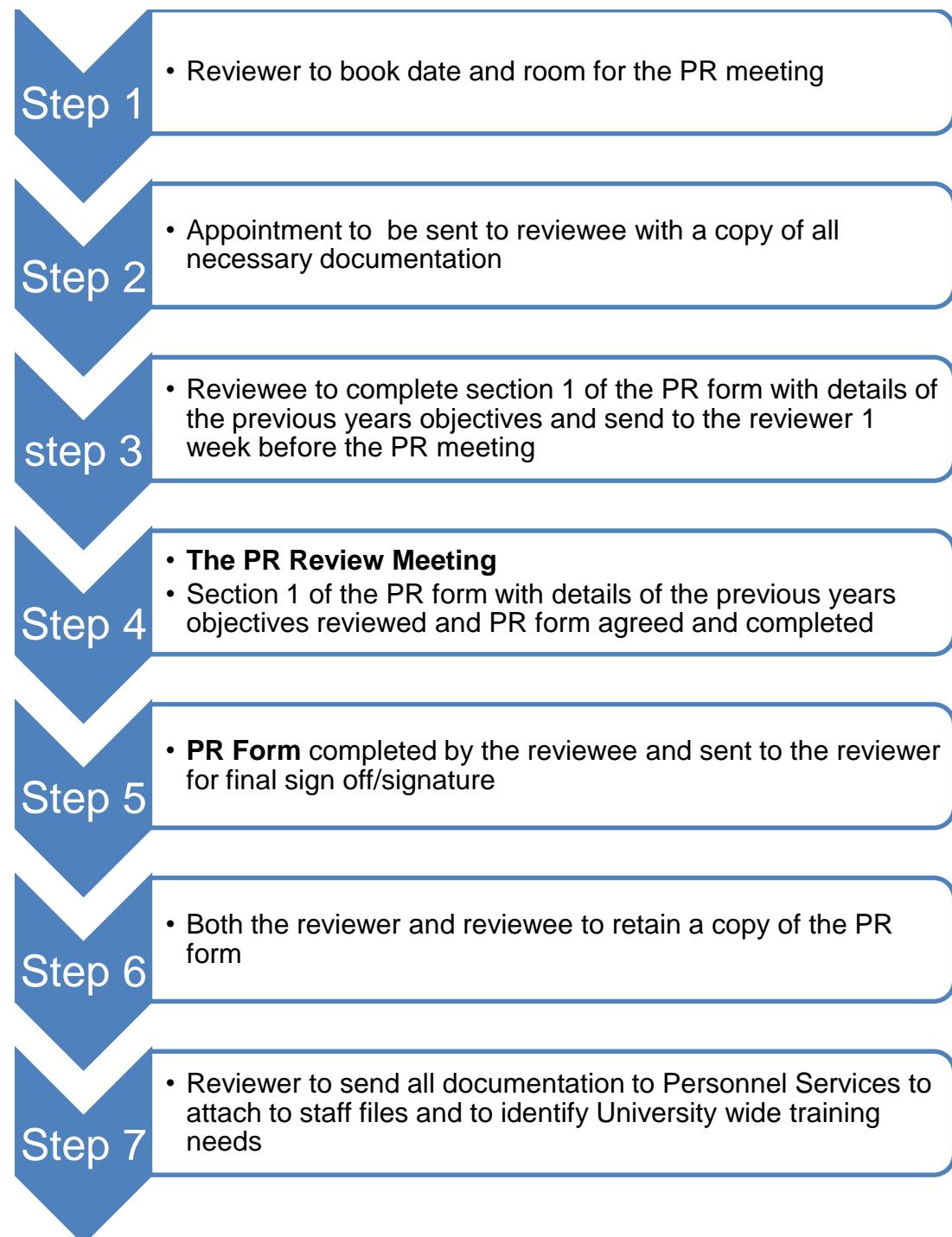
### ***How does the Performance Review support the University's Strategic Plan?***



The Performance Reviews are a key driver for the success of the University of Bolton. Each PR and the objectives agreed will align with the Academic groups'/Units' local plans. This in turn will support the University's Strategic Plan. This will ensure that all staff objectives through the Review will serve to support the vision and plan of the University of Bolton.

## Appendix 2

### PR Flow Chart



<b>Performance Review Policy</b>	
Procedure Ref	
Version Number	1
Version Date	01 November 2013
Name of Developer/Reviewer	Jo Edwards
Procedure Owner (School/Centre/Unit)	Senate House
Person responsible for implementation (post holder)	Director of HR Strategy & Personnel
Approving Committee/Board	Corporate Management Group
Date approved	31 October 2013
Effective from	01 November 2013
Dissemination Method (e.g. website)	Staff web pages
Review Frequency	Annually
Reviewing Committee	Organisational Development and Equality and Diversity Committee
Document History (e.g. rationale for and dates of previous amendments)	To update the existing policy to reflect the organisational changes that have occurred from the last policy implementation – <i>To reflect academic restructure – Change of Academic Group Leader</i> <i>And to reflect the new evidenced based review</i>