**Performance Review FAQ’s**

**What is the purpose of the performance management and performance review process?**

The objective of performance management is to:

* To ensure the setting of clear and agreed-upon goals in advance with colleagues via a fair formal process and procedure for reviewing performance.
* Foster engagement by connecting individual contributions to overall university results.
* Influence future performance through clarity around performance expectations, goals, and behaviours.
* Develop colleagues through reflection on strengths and opportunities for growth.
* Encourage open and ongoing dialogue between colleagues and managers.

**When should performance review take place?**

* Performance reviews generally take place during the end of the summer term however, performance management is an ongoing process. Throughout the year, managers are expected to engage with colleagues to establish goals, provide feedback, seek feedback, recognize excellent performance and work together to improve performance where necessary.
* The university has defined the annual performance appraisal cycle as a focal point for documenting performance expectations, feedback, and development planning. Managers and colleagues have a shared responsibility in completing the appraisal, which is designed to capture the employee’s self-appraisal first and then feedback from the manager.
* The annual performance review documents are available on the Personnel intranet pages under Performance Management.
* There is an Academic Form and a Professional Services form. Both forms are available to download, complete and return to line managers before your performance review conversation takes place. You can find them here <https://www.hope.ac.uk/gateway/staff/personnel/performancemanagement/>

**Who participates in the performance review process?**

* All full-time and part-time non-exempt staff participate in the performance appraisal process.
* Exempt staff include Honorary or Visiting Roles, Hourly Paid colleagues whose performance should be dealt with by their managers day-to-day, and staff who are not on the pay spine and who are assessed via senior performance processes.

**Who do I need to complete a performance review for?**

* Colleagues complete performance reviews for the full-time, part-time, or term-time colleagues they manage.
* If you are not sure about a particular colleague or group of colleagues, please speak to your Head of School or Department.

**How can I, as an employee, prepare myself to complete my performance review?**

A few tips for colleagues to prepare a self-appraisal as part of your performance review:

* Review the performance goals established with your manager at the beginning of the performance cycle. Reflect upon the most important contributions you were expected to make to the university or department’s success. Be certain to set goals with your manager at the beginning of the next performance cycle.
* Not everything you did in the performance cycle was related to a goal. Review your job description or key job responsibilities. Consider aspects of your overall job responsibilities that affect how you feel about your overall performance. When did you go “above and beyond” in a way that enhanced the performance of your department and/or unit? Were there missed opportunities when your results limited the overall success of others in your department or unit?
* What good practice are you particularly proud of?
* Were there things that stopped you being able to do a good job?
* What would you like to achieve in your work in the next year ahead?
* Do you have any training or development needs that you think will help you with this? Discuss with your manager how the university can support your development.
* Consider if you have had feedback from your manager – are there areas you need to work on for yourself, the team or the department in the coming year?

**Where do I get a current job description or role profile?**

* Academics should refer to their Role Profile. These are linked to the National Framework and do not change. They can be found under Personnel/Job Evaluation/role Profiles. <https://www.hope.ac.uk/gateway/staff/personnel/jobevaluation/roleprofiles/>
* For Professional Services, most colleagues had a job description with their offer letter or any change of role. You can use the time at performance review to speak to your manager if you think yours needs updating to reflect changes.
* There are a range of generic Role Profile elements for how grades four, five and six change. You can find these at Personnel/Performance Management/Professional Services Forms/role Profile elements <https://www.hope.ac.uk/gateway/staff/personnel/jobevaluation/roleprofiles/>

**Is my performance review linked to pay?**

* At Liverpool Hope University pay progression is not linked to the performance review process.

**Can managers develop a rating scale for the performance review process?**

No. Managers should operate within the agreed framework for performance review to ensure consistency and fairness across the university.

**How do I know how to evaluate the performance of one of my team?**

* Evaluate performance based on measurable results and what has been achieved in the areas important to the job.
* Performance goals set last year should contain one or more metrics that can measure whether goals have been meet.
* Using these guidelines will clearly indicate whether a performance goal has been exceeded, met, or missed and focus on the relevant facts about individual performance.
* Not all measures focus on outcomes. They can also relate to colleagues’ behaviours and attitudes against an organisation’s values, or to their learning and development.
* It is important for colleagues to have a clear understanding of their performance and whether goals have been achieved or not. Some goals may not have been achieved for a variety of reasons not related to the individual’s performance.

**What can I do if a performance review had not been scheduled for me and I have sent my form to my manager?**

* Work directly with your manager to schedule a time. Often, our hectic schedules interfere with even the most important tasks. Some managers may handle scheduling differently.
* One option may be to offer to schedule the meeting time. If that is appropriate, it is important to give your manager enough time to complete their part of the appraisal.
* Personnel are not responsible for scheduling individual performance reviews but if you continue to have problems, please contact your Personnel Manager for advice.

**How much time should be allotted for the appraisal meeting and discussion?**

* An appropriate amount of time – at least one hour – should be allotted for the meeting and discussion.
* The meeting should give both the manager and the colleague time to discuss expectations, performance and development opportunities.
* However, some discussions may be brief, particularly if performance discussion is a regular part of the manager-employee relationship.
* Colleagues have the right to time and attention from their manager when discussing their contribution to the university but jobs and roles vary greatly and some individuals may need more or less time.
* Be sure to make the feedback process two-way. Open communication is the key to effective performance reviews.

**How much time should managers give colleagues to review the completed performance review document before scheduling the performance review discussion?**

* Managers could give colleagues a minimum of one week to review the completed document.
* But this may vary form team to team and to some extent depend on how many performance reviews your manager has.
* Colleagues should have time to consider their response and write this but should not take so long that the performance review process is held up.

**My team member is currently on leave, or was absent for a significant period of time during he performance cycle for which they are being evaluated. How do I complete their review given their leave or time away?**

* If a team member employee is on a continuous paid or unpaid leave of absence, scheduled performance review are postponed until the employee has returned to active work.
* It is recommended that the performance appraisal is completed and submitted within the first 30 days back on the job.
* Colleagues are evaluated only on work performed while on the job during the performance period.

**I am currently on leave. Do I conduct a performance review assessment for myself while on leave?**

No, colleagues should complete performance self-assessment/review when they return to work.

**If I am currently on a performance improvement plan, do I need to complete the performance review?**

* The performance appraisal is completed by all colleagues, including those currently on a performance improvement plan.
* The performance appraisal should capture the job expectations agreed, the individual’s progress made to date, and any development plans agreed.

**What if I have a team member with poor performance?**

* There can be a number of reasons for poor performance. If these are serious, they may be related to the Capability Policy or the Disciplinary Policy. The Capability Policy is related to when colleagues cannot fulfil the requirements of the role; the Disciplinary Policy is related to when colleagues will not fulfil the requirements of the role. A more detailed explanation of the application of both of these policies is available in the policy documents, or speak to your Personnel Manager.
* It is only fair to the team member to raise concerns or issues with them so they have an opportunity to deal with the areas of poor performance – this should be done in a timely manner.
* This means that colleagues may already be aware of issues before the performance review
* If it has happened close in time to the performance review, it is a good opportunity to address these. If the conversation about performance issues is on-going it can also be discussed at performance review
* If matters have never been raised with the colleague the manager should consider whether the performance issues are still relevant. If they are, they should be discussed at performance review.
* It is important that managers tackle issues reasonably and fairly and when they are relevant so that colleagues have all the information necessary to change how they work and improve their performance through discussion with their line manager.
* Don’t ‘save’ feedback for the performance review because it is more effective to give feedback when an issue arises.
* Managers can discuss serious issues around performance with their Personnel Manager.