



Jesus College OXFORD

PERFORMANCE AND DEVELOPMENT REVIEW SYSTEM POLICY AND PROCEDURE

POLICY STATEMENT

1. Jesus College aims to be a high performing organisation with employees who strive for, and achieve, excellence in individual and team performance.
2. The Performance Development Review System (PDRS) is a procedure through which performance is measured and recorded and development needs agreed.
3. Through PDRS, good performance should be highlighted and recognised and performance which does not meet the standards required, identified, enabling appropriate action to be taken to address the performance concerns.

PURPOSE AND SCOPE

4. The Performance Development Review System is a year-round cycle of assessment intended to provide:
 - a means of aligning individual performance with the College's priorities and objectives;
 - a clear understanding of the performance standards and competencies expected;
 - regular feedback to employees on their performance development throughout the year;
 - opportunities for employees to develop their skills and improve their performance;
 - an early warning system for poor performance.
5. This policy applies to all staff who have successfully completed their probation period.
6. This policy does not apply to agency workers, who will have any concerns about their performance referred to the employment agency.

PRINCIPLES

7. Jesus College values its employees and strives to be inclusive. Our approach to performance management seeks to develop employee motivation, commitment and job satisfaction through the recognition of achievements and personal growth, wherever possible.
8. The College will not accept performance levels that are below the standards expected of employees and in such cases the mid and end of year reviews should clearly reflect the performance attained, along with evidence and examples to support the assessment made.



9. Jesus College recognises that dealing with performance issues can be a difficult and time consuming process. The PDRS procedure is just one tool in the management of performance, and managers who have performance concerns within their teams should consult the Capability Policy.
10. The PDRS policy and associated procedure seek to ensure that the PDRS process is:
 - a. as concise as possible whilst ensuring that performance is fully recorded by both the individual and the manager;
 - b. as transparent as possible within the requirement to maintain strict confidentiality throughout; and
 - c. as constructive as possible and takes into account both employee and business needs.

OUTCOMES

11. The intended outcomes of this policy are that performance is managed consistently and appropriately and contributes to the achievement of the College's aims and objectives as a result of high performing employees.

MONITORING AND REVIEW

12. A formal review of this policy will take place every 3 years unless there is a significant change in legislation or business need which triggers an earlier review.



Annex I – The PDRS Procedure

1. The objectives of the PDRS

- 1.1 PDRS provides a structured approach for managers and their direct reports to review job performance on a regular basis, assisting each individual to perform their job to the best of their ability.
- 1.2 PDRS can add value in identifying individual training, development and career needs. Discussions on such needs should focus on assisting the employee in acquiring the relevant skills, knowledge and behaviour for them to perform well in their current role.

2. Objective Setting for the Year Ahead

- 2.1 At the beginning of each reporting year the line manager will set targets, quality standards and/or work objectives for the year ahead which they will discuss with the individual. This meeting should be held at the start of the reporting year.
- 2.2 These objectives should cover the breadth of the role and should be SMART (Specific, Measurable, Achievable, Relevant, Time bound).

3. Informal review meetings

- 3.1 Informal review meetings (commonly known as 1-2-1 meetings) are an opportunity for managers and employees to meet regularly on a one-to-one basis to discuss work matters and monitor progress. The meetings should be used to:
 - review workload and plan future work;
 - assess work objectives on an ongoing basis;
 - assess the employee's performance and provide constructive feedback, including recognition of specific achievements;
 - discuss any concerns regarding work performance or attendance; agree any actions for improvement/development; and
 - review development action undertaken and planned and identify any further development needs to meet competencies required for the post.
- 3.2 If significant performance concerns are identified during a one-to-one then a note of the meeting must be prepared which details the concern and summarises the action taken to address the concern(s).
- 3.3 The manager should contact Human Resources for advice or information on options available if an employee is not meeting the required standards of performance.

4. Formal PDRS Review Meetings

- 4.1 In a typical year the reporting period runs from 1 August to 31 July.
- 4.2 Twice during each reporting year each member of staff will have a formal meeting with their manager to discuss their performance. These meetings should take place at the Mid Year point (January /February) and at the End of Year (July/August). The objective of these meetings is to:
 - review the achievements; and



- review training, learning and development activity undertaken and discuss any future needs.

4.3 These meetings begin with the employee preparing a self-assessment, following which the employee and manager will meet.

4.4 At the review meetings the manager and employee will discuss performance and progress. If there are problems with performance these should be discussed constructively and the employee and manager should endeavour to find ways to move forward and bring about improvement. The discussion should focus on facts and refer to specific examples as far as possible.

4.5 The manager should record the key issues discussed including any concerns about performance or areas for development and instances/areas of good performance.

4.6 In general terms, concerns raised at the formal review meetings should not be a surprise to the employee, as these should have been addressed as they arose. In exceptional cases, where cause for concern has arisen shortly before a formal review the matter may be raised for the first time at the Review meeting and should be recorded accordingly.

4.7 If an employee's performance, at any time during the year, is below an acceptable standard advice should be sought from Human Resources as to whether formal performance management measures need to be instigated.

4.8 Following the Review meeting, the manager completes the Mid Year or End of Year Review form. If the employee wishes to make a comment they may do so and this should be appended to the review paperwork. The employee should sign the report to indicate they have seen and been given the opportunity to comment on it.

4.8 The employee, the manager and Human Resources should all retain a copy of the end of year review.

5. PDRS ratings

5.1 The PDRS Review may result in one of 2 ratings:

- Effective – Job holder's performance against objectives and demonstration of competencies has met expectations;
- Ineffective - Job holder's performance is below expectations and they have not met the objectives or competencies of the role.

If the Ineffective rating is given, advice should be sought from Human Resources on the next steps.



6. Performance Related Bonus

6.1 Performance related bonuses are a discretionary payment to reward performance which is over and above that which is expected in the role. Each year the College will take a view as to the maximum amount available for performance related bonuses.

In order to be eligible to be nominated for a performance related bonus an employee must have:

- received a rating of **Effective**; **and**
- have performed at a level which is over and above that which is to be expected as general effective/satisfactory performance.

In general terms individuals should have consistently exceeded the objectives and expectations for their role. A performance award can be nominated for either individuals or teams. Team nominations will usually be for exceptional work on a particular project. An individual cannot be nominated for an individual performance related bonus and a team bonus.

6.2 To nominate a member of staff or a team, a completed nomination form must be sent to Human Resources, within the time publicised each year, by the relevant Director/Head of Function. The employee must **not** be informed that they have been nominated for a performance bonus until the award nominations have been confirmed by the Moderation Panel.

6.3 Evidence is required to support the nomination for a performance award. The exceptional criteria and examples of how these might be met are demonstrated below.

- **High performance delivery through the year**, for example:
 - Performance has been consistently, well above the standard expected. This high level of performance must have been sustained throughout the full year or for a significant majority of the year;
 - Met own work targets/objectives and contributed to the achievement of team objectives; or
 - Exceeded own work targets/objectives and made a significant contribution at a College level, over and above the requirements of the role.
- **Contribution to achieving projects, change and continuous improvement**, for example:
 - The post holder has completed a project or a one off piece of work to a high standard, exceeding expectations;
 - Undertaken activities in support of change and improvement related to the role or at a College level;
 - Evidence of the positive impact of the change and/or improvement.
- **Growth in personal competence**, for example:
 - Has developed, in terms of the role (skills/knowledge/ability) to the wider benefit of the team/Directorate;
 - Demonstrable evidence of using own initiative to achieve positive outcomes for the work area;



- Has operated at a higher level than required for the role;
- Has gained significant relevant experience or a qualification that will enhance their performance in the post without the sponsorship of the College.
- **Demonstration of good teamwork**, for example:
 - Has demonstrated teamwork in their approach to their own work area, or internal or external customer service;
 - The post holder has been deputising for an absent senior colleague over a period substantially greater than holiday cover and not been otherwise remunerated for providing the cover.

6.4 The performance award criteria can be achieved by staff of all levels. Directors/Heads of Function are responsible for ensuring that staff across all roles, regardless of working patterns are appropriately considered for nominations.

7. Moderation Panel

7.1 Following the closing date for nominations/recommendations for performance awards a Moderation Panel will meet to review the total recommendations and reach a final decision on whether the performance award will be given.

7.2 The Moderation Panel will usually be a sub group of the HR Committee.

7.3 In reaching their decision the Moderation Panel, amongst other factors, will look at:

- Total number of nominations made
- The spread of the nominations across different teams within the College
- The percentages recommended
- The total cost of the performance awards





PDRS Timetable

PDRS Timing	Action
August	Employee and manager meets with line manager to discuss and agree the objectives/tasks for the coming year
Ongoing	Informal Review meetings (1-2-1's) take place
January/February	Manager and employee meet to discuss performance at the formal Mid-Year Review meeting The review is written up and sent to the Director and to Human Resources
Ongoing	Informal Review meetings (1-2-1's) continue
July/August	Manager and employee meet to hold a formal End of Year Review meeting. The End of year PDRS form is completed and sent to Human Resources
August/beg. September	Submit nominations for bonus payments
October	Bonus moderation panel
November/December	Bonus payments