**Personal Performance and Development Review (PPDR) Form (ERE Staff levels 4-6)**

This form is designed to facilitate a discussion focussing on:

* **Looking back over the past review period** to review your achievements; issues that have arisen or excellence achieved; your past and present level of performance and the impact of any learning and development undertaken.
* **Looking forward** to review the University’s expectations of you going forward, agree your objectives; identify future development needs and discuss career aspirations.

The PPDR is intended to be mutually beneficial for you and the University. The review gives you a chance to discuss issues that are important to you in a fair and open fashion and to help you and the University to realise your potential and recognise your contribution.

**Structure of the PPDR discussion**

A structured academic PPDR discussion takes place in four stages, each of which is supported by a separate part of this form.

**Part 1: Your achievements**

The first stage of your PPDR discussion will provide an opportunity for you to look back over the past review period and review your achievements, learning and development and the extent to which you have met your agreed objectives. As well as celebrating your successes, it will provide a chance to openly discuss any difficulties that you may have encountered and how these can be overcome in the future.

**Part 2: Future expectations, objectives and actions**

Having focussed on the previous review period, the conversation will move on to agreeing with your reviewer your objectives and performance expectations for the forthcoming review period.

**Part 3: Personal Development**

The final stage of the PPDR discussion focusses on your personal development and any areas of learning and development that would enhance your performance and enable the achievement of your future objectives. A discussion as to your future career aspirations would be appropriate at this time, should you wish to discuss this.

**Preparation**

To help you and your appraiser prepare for this discussion, **please complete parts 1(a), 1(b) and 2(a) of this form and submit it to your reviewer 2 weeks before your PPDR meeting.**

Please keep a copy of the completed form for your own reference. For detailed guidance on completing this form please see Appendix A.

When completing each section of the form please include, where appropriate, your contribution to:

* The Research Excellence Framework (REF) – where research outputs are an expectation of your role
* Education Development
* International agenda (e.g. top three international links or activities)
* Resource and/or funding generation

**Details of individual and reviewer**

Please enter your name, employee number and current position.

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| --- | --- | --- | --- |
| **Name** |  | **Employee Number** |  |
| **Position** |  | | |
| **Academic Unit/ Professional Service** |  | | |
| **Name of reviewer** |  | **Date of Review** |  |
| **Position of reviewer** |  | | |

**Part 1: Your achievements**

**1(a) Your objectives**

To be completed by the individual being reviewed, and submitted to the reviewer in advance of the PPDR meeting.

|  |  |
| --- | --- |
| **Objective** | **Comment** |
|  |  |
| Please detail below any additional achievements you have made, not directly linked to agreed objectives (include external consultancy work where applicable). | |
| **Other achievements** | **Comment** |
|  |  |

Please highlight below any difficulties that you have encountered or changes that have had an impact on your level of achievement.

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**1(b) Learning and Development**

To be completed by the individual and submitted to the reviewer in advance of the PPDR meeting.

Please list below learning and personal development activities undertaken during the past review period. For each activity, please comment on its impact on the achievement of your objectives and your personal effectiveness in your role. Please include all types of activity ranging from attendance at formal training courses to on the job skill development.

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| --- | --- |
| **Learning and Development Activity** | **Impact** |
|  |  |

**1 (c) Summary of overall performance**

To be completed by the reviewer after discussion.

Please comment on the individual’s overall performance throughout the review period (to include reference to achievement of objectives, learning and development and the skills and capability standards for the role as set out in the person specification and/or ‘Career pathways: your personal guide’).

Please note: This information can be used to inform decisions relating to other management processes (e.g. reward and recognition; learning and development; improving performance).

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| --- |
| Achievement of objectives |
|  |
| Learning and Development |
|  |
| Overall Performance |
|  |

**Part 2: Future expectations, objectives and actions**

**2(a) Expectations**

To be completed by the individual being reviewed, and submitted to the reviewer in advance of the PPDR meeting.

Please explain what you expect to do during the forthcoming review period.

Please remember to include, where appropriate, your future contribution to:

* The Research Excellence Framework (REF) – where research outputs are an expectation of your role
* Education Development
* International agenda (e.g. top three international links or activities)
* Resource and/or funding generation

Please note: Your comprehensive completion of this section is important as it will form the basis of a discussion, which will lead to agreed objectives for the coming period.

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| --- |
| Expectations |
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**2(b) Future objectives**

To be completed by the reviewer once agreed at the PPDR meeting.

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| --- | --- |
| **Objective** | **Timescale** |
|  |  |

**2(c): Future Performance and outcomes**

To be completed by the reviewer following discussion.

Please detail future performance expectations of the individual in relation to their Career Pathway Skills and Capability Standards. Please include agreed actions and associated timescales where appropriate.

Included should be an assessment of the individual’s required performance in relation to processes which contribute to resource and/or funding generation and whether or not they are meeting the necessary performance levels. This may relate to the Research Excellence Framework (REF) (for those for whom research outputs are an expectation); education development; international agenda or other requirements specific to the individual’s area of expertise.

Performance issues that currently exist and the actions that are being taken to deal with them should also be recorded, whether this relates to below standard performance or where performance has exceeded expectations.

Please note: This information can be used to inform decisions relating to other management processes (e.g. reward and recognition; learning and development; improving performance).

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**Part 3: Personal Development**

To be completed by the reviewer once agreed at the PPDR meeting.

Priorities should link to the achievement of objectives and/or enhancing performance.

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| **Learning and Development need** | **Agreed action** | **Timescale** |
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**Signatures**

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| --- | --- | --- | --- |
| **Individual being reviewed:** |  | **Date** |  |
| **Comments:** | | | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Reviewer** |  | **Date** |  |
| **Comments** | | | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Head of Academic Unit** |  | **Date** |  |
| **Comments** |  | | |

**The Individual being reviewed should receive a copy of the completed and signed form within 4 weeks of the review date.**

**Appendix A: Completing the Personal Performance and Development Review (PPDR) Form**

**Guidance notes**

To help you and your reviewer prepare for the PPDR discussion, please complete parts 1(a) and 1(b) of this form in advance of your PPDR meeting and submit it to your line manager (or their designated representative) a minimum of 2 weeks before your PPDR meeting.

**Part 1: Your achievements.**

**1(a) Objectives (**To be completed by the individual being reviewed)

Please list and comment on your achievement of each of your agreed objectives over the past review period. In addition to your objectives, please also list and comment on any additional achievements you have made (including external consultancy work where applicable).

If Health and Safety responsibilities are a feature of your role, it is essential that you comment on your performance in relation to these responsibilities, in line with the University’s safety policy.

There may be times when objectives have not been met or have been minimised due to factors outside your control. In such cases it is important to record this and discuss at your review options for overcoming or supporting you with these difficulties should they occur again. As the post holder you have a responsibility to offer solutions and the reviewer has a responsibility to take these issues forward if they have management and process implications.

**Please note:** At the PPDR meeting you may be asked to provide evidence regarding your achievements.

**1(b) Learning and Development** (to be completed by the individual being reviewed)

Please list any learning and personal development activities undertaken during the past review period. For each activity, please comment on its impact on the achievement of your objectives and your personal effectiveness in your role.

**1(c) Summary of overall performance** (to be completed by the reviewer)

Following your PPDR meeting, your reviewer will complete an objective summary of your performance. This will be informed by the discussion about your achievements with particular reference to the objectives set at your last review.

In addition, your reviewer will comment on the development that has taken place over the past review period, of skills and capability standards required for enhancing your performance in the role. These skills and capability standards are set out in the person specification for your role and/or the University’s Career pathways booklet (pages 9-11).

**Part 2: Future objectives and actions**

**2(a) Expectations** (to be completed by the individual being reviewed)

To prepare for this discussion, please spend some time prior to the meeting considering and recording what you expect to achieve in the forthcoming review period. This should include your understanding of the University’s expectations of you going forward together with your own aspirations in relation to your achievements in the coming period.

It is vital to focus on how your plans align with your Faculty/Academic Unit/Professional Service strategic plan, the University’s Corporate Strategy, your required contribution to the Research Excellence Framework (REF) submission (where such outputs are an expectation); education development; the international agenda and other processes across the University which contribute to resource and/or funding generation.

In all cases the associated time-scale should be recorded.

**2(b) Objectives** (to be completed by the reviewer following discussion)

At the PPDR meeting, your expectations, the extent to which they align with those of the University and the Faculty/Academic Unit and the reviewer’s expectations of you will be discussed in detail. Where specific contributions are required to ensure that the University is able to maximise funds and resources potentially available to it (e.g. in relation to the REF), any other process which contributes to resource and/or funding generation; Education development and/or the international agenda, this should be highlighted.

Whilst the discussion will deal with the expectations of the role in relation to the level of achievement and performance against appropriate Career Pathway Skills and Capability standards it must also reflect the changing nature of the University’s needs and how the individual should translate their framework responsibilities into what they must achieve in the current environment. Where performance or capability issues have already been identified, these must be acknowledged together with any agreed improvement actions in part **2(c)** (see next section).

**2(c) Future Performance and Outcomes** (to be completed by the reviewer following discussion)

Following discussion, this section is used to detail information in relation to an individual’s performance, key outcomes or actions arising from the review meeting which are apart from the setting of objectives and priorities (which will have been recorded in part 2(b) of the form) is recorded. Time scales and who is responsible for taking actions should be noted together with how progress will be monitored.

Please note: This information can be used to inform decisions relating to other management processes (e.g. reward and recognition; learning and development; improving performance).

An objective summary of the individual's performance should be undertaken. This will be informed by the review discussion in relation to the individual's achievement of objectives, their required and actual contribution to processes which contribute to the resource and/or funding generation (for instance, through the Research Excellence Framework (REF) submission or Education development); their contribution to the international agenda where appropriate and the reviewer's expectation of the individual against their Career Pathway Skills and Capability standards and job description.

Where performance improvement issues currently exist and have been discussed with the individual, they should be acknowledged in this section together with a summary of actions that are being taken to deal with them. Performance concerns should always be raised at the earliest possible moment with an individual and should not be ‘saved up’ for the PPDR meeting.

The PPDR meeting should not bring ‘surprises’ by being the first instance at which an individual hears of any performance concerns, as this may prevent the more positive aspects of a PPDR process being fully realised. Any performance concerns during the review period should have been raised and discussed at the time they occurred. Nevertheless, if for any reason performance concerns do exist and they have not been previously raised, they should not be ignored and the individual must be made aware of how it is intended to take the issues forward following the PPDR discussion.

Where performance has exceeded expectations this will be acknowledged, praised and recorded.

Care should always be taken to ensure that messages are consistent, clear and unambiguous in relation to individual performance. It is unfair to the individual and unhelpful to the University to imply that performance levels are acceptable or better when they are not.

The performance record will inform and influence the Personal Development Plan (Part 3). It will also be a reference point for the Head of Academic Unit for recommendations for changes in base pay or capability issues.

**Part 3: Personal Development** (to be completed by the reviewer following discussion)

As a result of the PPDR discussion, learning and development needs may be identified that would enhance your performance in your role enabling you to achieve your objectives of the forthcoming review period.

The information provided in this section of the PPDR discussion will be used to inform the overall development plan for your team, Academic Unit and Faculty.

**Signatures**

Once completed, both you and your reviewer are asked to sign your PPDR form, which is then sent to the Head of Academic Unit for signature and comment.

A final copy of your PPDR form should be returned to you by your reviewer within 4 weeks of your PPDR meeting.

**Confidentiality and Storage**

Your PPDR form will be held in confidence at Faculty level. Information relating to learning and development needs may be shared with your HR Manager and the HR Professional Development Unit for planning purposes.