

Performance and Development Review Policy

UPR HR18 version 02.0

Policies superseded by this document

This document replaces version 01.0 of UPR HR18, with effect from 1 September 2025.

Summary of significant changes to the previous version

This document (formerly published as: UPR HR18 Appraisal Policy 11 December 2015 Version 01.0) was re-issued August 2025 and should be read in full.

The following abbreviations are used in this document:

- HR Human Resources
- SBU Strategic Business Unit
- UPRs University Policies and Regulations

Glossary

A glossary of approved University terminology can be found in [UPR GV08](#).

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1 Performance and Development Review Policy

1.1 Purpose and scope

The Performance and Development Review process aim is to recognise individual achievements, ensure clarity regarding performance expectations and objectives, identify and resolve any barriers to effective performance, and provide a structured opportunity to discuss workload and wellbeing. Additionally, the process supports

the planning of professional development to enable individuals to meet current objectives and progress toward their career aspirations.

The scheme includes an annual and a 6-month review, but this should not be the only time that individuals receive direction, feedback or recognition. Managers should ensure that informal feedback takes place on a more regular basis and any concerns about performance are discussed at the time with the aim of supporting an improvement.

The performance and development review is mandatory and will apply uniformly to all staff, whether on open-ended or fixed term appointments at the end of the probation period. The performance and development review applies to all Visiting Lecturer staff working more than 110 hours in an academic year and for casual support staff on a 0.25FTE contract or greater.

Although Visiting Lecturers teaching less than 110 hours per annum are not specifically included in this scheme, the option to participate continues to be made available to them.

1.2 Process and Time Scales

The performance and development review process cycle is illustrated in point 1.3 below.

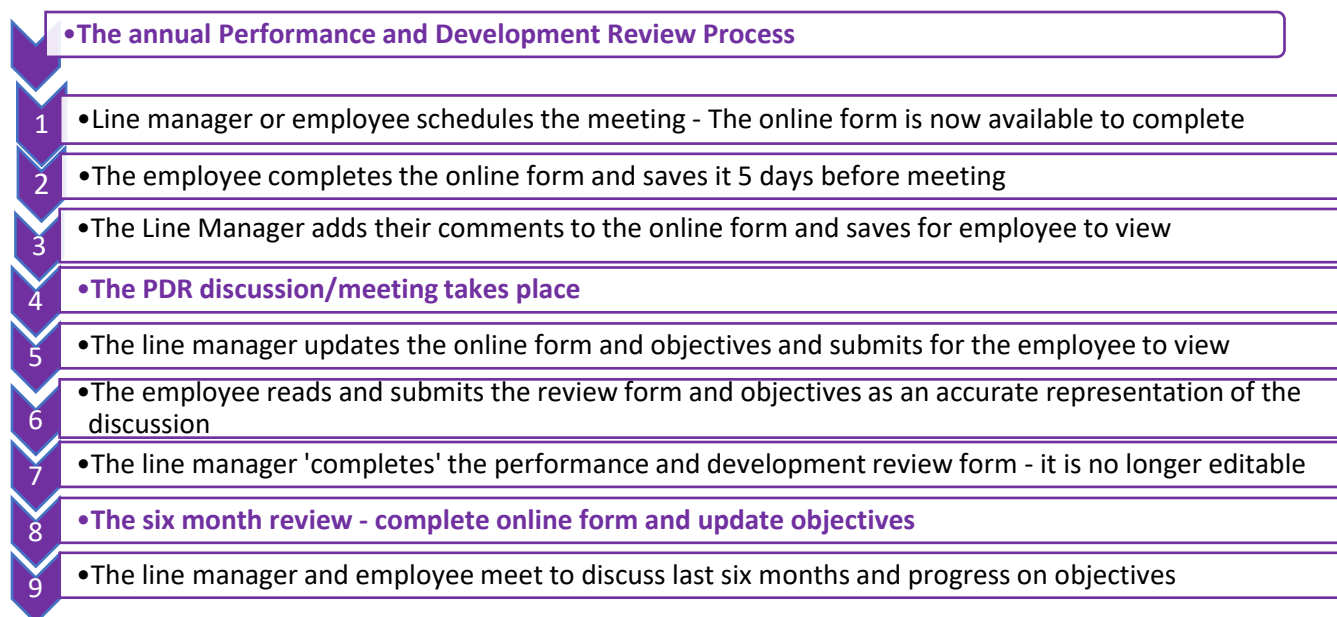
The following timescales should be applied in implementing the performance and development review process cycle:

- The annual performance and development review is held annually between 1 April and 30 September. The precise timing of the performance and development review is decided upon by each manager within this 6-month period but ideally should be timed to allow the content of the business plans to be considered in setting targets. A further 6-month review is held between 1 October and 31 March.
- Employees should be given at least 3 weeks' notice by the line manager of a pending performance and development review meeting.
- The performance and development review online form on the HR system must be completed by the employee and submitted at least 5 days before the performance and development review meeting. The line manager has the right to postpone the meeting if it is felt sufficient time cannot be given to reviewing the performance and development review online form.
- Where either party proposes to introduce reports, information or review data etc. into the performance and development review process, such information must be made available to the other party in advance of the performance and development review meeting.
- Any additions made by the line manager to the performance and development review online form should be save and visible to the employee at least 2 days before the performance and development review meeting. The employee has the right to request postponement of the performance and development review meeting to a later date if sufficient time has not been given.

- After the performance and development review meeting the line manager can add/edit/finalise the objectives on to the objectives tab. This should take place no later than 7 days after the performance and development review meeting.

1.3 Performance and Development Review Process

The performance and development review process is a cycle of meetings and actions which repeat themselves on a yearly basis and are supported by the form and objectives tab in the HR system. The process is shown below:



1.4 Performance and Development Review Process

Performance and development review essentials training and being up to date with the EDI and Unconscious Bias training is mandatory for all line managers prior to conducting a performance and development review, consistent with the University's Equality, Diversity and Inclusion Policy.

Training for employees on performance and development reviews is optional and aimed at increasing their understanding and contribution to the effectiveness of their performance and development review.

Learning and Organisational Development are responsible for co-ordinating the performance and development review training programmes and with HR colleagues, for giving guidance and advice to line managers and employees on the scheme and any queries emerging from its implementation.

1.5 Confidentiality & Uses of information

The performance and development review form is visible to the employee, the line manager, and up the reporting line in the HR system. If there is a change of line manager, the new line manager will be able to access the previous performance and development reviews and objectives. This provides transparency, accountability and may help meet particular needs, including, but are not limited to, resource planning, workload planning and collation of development needs.

Any confidential aspects of the conversation between the line manager and employee that would not be appropriate for the reporting line to access may be recorded separately (in an email for example) rather than recording them on the online performance and development form.

1.6 Appeal

It is intended that both the employee and line manager will accept the content of the online performance and development review form once it is submitted as 'complete' by the line manager.

Where agreement cannot be reached on a substantial part of the performance and development review, or where there is dissent or concern at how the performance and development review has been conducted or recorded, either party has the right to appeal within 10 days of the performance and development review meeting to either the Head/Dean of the SBU or Senior Management. In such cases, the role of the Head/Dean or Senior Manager will be to decide whether the conclusions of the line manager were reasonable in the circumstances, particularly in relation to standards applying across the department as a whole. In the event of an employee still being dissatisfied with the decision, the provisions of the University's grievance procedure may be invoked.

Dissent or concern may occur for example through; different views over appropriate workloads, disagreement about suggested tasks or different constraints, different views on suitable performance standards, different perceptions of training or development needs or, for other similar reasons.

1.7 Equality and Diversity

The performance and development review process plays a key role in supporting the University's commitment to equality, diversity, and inclusion by ensuring equitable access to, and meaningful participation in, personal and professional development opportunities. The implementation of the performance and development review process must reflect the University's principles of fairness and equality of opportunity, both in its outcomes and in the processes through which it is delivered.

Employees and line managers are encouraged to use the performance and development review as a safe and constructive forum to raise and discuss any disability-related or other equality-related considerations that may require reasonable adjustments. This may include, but is not limited to, matters related to menopause, race, gender, sexual orientation, transgender identity, maternity, caring responsibilities, or any other factors that may impact workload, performance targets, or access to development opportunities.

Where appropriate, specific support and development measures should be identified and agreed upon to enable individuals to meet their current objectives and progress toward their career aspirations in an inclusive and supportive environment.

1.8 Monitoring & Evaluation

The Heads of SBUs are accountable for ensuring the performance and development review process is followed in line with policy and that line managers conduct reviews for all their eligible employees. This includes monitoring and

analysing EDI-related outcomes from reviews (e.g. access to development, promotion rates, negative feedback) for trends or disparities across different groups.

Human Resources will monitor that reviews have been conducted in SBUs through the HR system and staff satisfaction as part of staff surveys.

Sharon Harrison-Barker
Secretary and Registrar
Signed: **1 August 2025**

Alternative format

If you need this document in an alternative format, please email us at governanceservices@herts.ac.uk or telephone us on +44 (0)1707 28 6006.