



## PROFESSIONAL DEVELOPMENT AND REVIEW – SUPPORT STAFF

### INTRODUCTION

The University of Liverpool is committed to recognising the contribution made by all staff and seeks to develop and reward staff accordingly in a fair and equitable manner. The major method of effecting this is via the annual Professional Development and Review (PDR), which is also a key mechanism in the implementation of the University's Diversity and Equality of Opportunity Policy as it ensures a consistent approach to performance review, reward, and equal access to training and development opportunities.

PDR takes the form of in-depth discussions between an individual and Head of Department (or appropriate nominee). These discussions cover the three distinct but interlinked aspects of:

- i) Role and Contribution Review**
- ii) Development Review**
- iii) Progression Review**

Individuals will need to complete their Role and Contribution and Development Review Forms prior to entering into discussions. The outcome of each of the three parts is in the form of a written summary. The inputs to part I will be used to inform the discussion in parts II and III.

Individuals and their Reviewers will engage in open and transparent discussions in relation to each of the three interlinked aspects. A request from an individual for an alternative Reviewer will not be unreasonably withheld although it should be noted that Heads of Departments will need to be aware of the outcome of discussions in respect of resource implications for development actions, recommendations in relation to progression and other potential outcomes.

Heads of Department will need to ensure that completed PDR documentation is received for every member of clerical, technical and related staff within the annual timescales advised by the Human Resources Department and that any resource implications beyond the scope of the Department are referred to the appropriate University committees.

Heads of Department, nominated reviewers and reviewees are able to seek advice and guidance from the Human Resources Department at any stage of PDR.

It has been agreed with the trade unions that the implementation of PDR will be evaluated once the first cycle of Reviews has been completed. Development of monitoring mechanisms relating to effectiveness of the procedure and to diversity and equality will be undertaken following this evaluation.

**The purpose of the Professional Development and Review is:**

To recognise and manage the contribution of staff to the work of the Department, Faculty and University;

To ensure that all decision-making, and in particular that relating to resource allocation, is based on accurate factual information and clear operational understanding;

To keep Heads of Department aware of the responsibilities of, and difficulties encountered by, their staff and consequently to inform career development and progression;

To enable the University to respond to requests for resources for training and development and to assist Heads of Department and members of staff as and where appropriate.

**PART 1 – ROLE AND CONTRIBUTION REVIEW**

A discussion with your Reviewer will be based on your Role Profile.

The aims of the Role and Contribution Review are:

**To obtain a factual record of your work, updated annually, reflecting the nature, quality and quantity of work undertaken;**

**To identify the progress and achievements in the work being done, with reference to any difficulties which may have impeded progress, including aspects of workload;**

**To identify aims and objectives, together with the resources needed to achieve them;**

**To discuss, as appropriate, the duties and responsibilities assigned to the role.**

The outcome of this part of the discussion should be recorded in Part 1 of the attached form summarising the above points. Where there are disagreements both parties will be able to note their comments. Copies of all documents will be available to the individual, the organisation through the line management structure and to the Human Resources Department. All information will be used for the purpose of clarifying roles, determining development needs and informing recommendations for progression.

**PART I – ROLE AND CONTRIBUTION GUIDANCE**

The purpose of Part I of PDR is to provide an individual member of staff with the opportunity to discuss their role and contribution and future objectives. This should be an open and transparent discussion between the individual and reviewer. It is essential that an environment of trust and confidence is created and that a positive, constructive dialogue is established to meet the clear objectives set out for this part of PDR.

The purpose of the Role and Contribution Review will be to facilitate both the improvement of performance to meet institutional objectives and to provide a basis upon which development and progression/promotion can be discussed. This is also an opportunity to identify changes required in the organisation or operation of the Institution, which would enable individuals to improve performance.

The primary purposes of Part I of PDR are:-

- To establish the detailed level of understanding of the basis of an individual's contribution so that the Departmental, Faculty and Institutional implications can be assessed fully.

- To address any difficulties that could impede progress and to identify an action plan to assist members of staff as appropriate.
- To discuss issues which relate to equal opportunities.
- To discuss aims and objectives so as to ensure a full understanding of the allocated workload and to determine appropriate support to be provided.

It is understood that reviewers and reviewees could feel levels of concern about this part of the dialogue. PDR is intended to be positive and objective, and the following reassurances will apply in respect of these discussions:

1. Detailed clarification of role and contribution ensure the issues and needs that emerge from the individual discussions are addressed as appropriate. The University has a responsibility to communicate issues that it believes are relevant to the role and contribution of staff.
2. The intention of Part I is to help and support individuals. It is not a discussion about 'success' or 'failure'. Should matters arise in PDR that are of a less than positive nature they should not be unknown to the individual concerned.
3. The Part I discussion is not a means of target setting but it is about clarity, information and communication concerning matters that directly affect an individual's role and contribution within the organisation.
4. Issues relating to perceived poor performance may be raised by the reviewer. However, it would usually be appropriate for detailed discussion relating to performance to be considered at a separate performance meeting which would include the right of representation. Issues relating to poor performance should not be raised for the first time at this meeting, other than in exceptional circumstances.

**PART I – ROLE AND CONTRIBUTION - SUMMARY OF OUTCOMES FORM**

**HEAD OF DEPARTMENT/REVIEWER’S CHECKLIST FOR MANDATORY FACTUAL DOCUMENTATION:**

**Document**

Role Profile (All Staff)

**Summary of discussion of the factual documentation presented:**

**Summary of progress and achievements in work being done including any difficulties which have impeded progress:**

**Summary of any aspects of Departmental or University activity which may affect well-being or role satisfaction and any desired changes to workload:**

**Summary of any issues relating to equal opportunities:**

**Summary of workload issues and associated resource implications:**

**Summary of any aspects of the working environment, any impediments to the discharge of duties, and any improvements that will improve job satisfaction:**

**Confirmation if referral is to be made to a separate performance meeting:**

Individual’s Additional Comments:

Signed..... (PRINT NAME) .....

Reviewer’s Additional Comments:

Signed..... (PRINT NAME).....

## **PART II: DEVELOPMENT REVIEW**

Part II of the discussion with your Reviewer will take place in the context of the information stated in your Development Review Form and the outcome of Part I.

The aims of the Developmental Review are to:

**Identify development objectives;**

**Identify areas where the individual may wish to develop their career, consider an alternative career path, or pursue any other form of personal development;**

**Identify areas where the Reviewer believes there are opportunities for career development;**

**Identify any necessary resources or training that will facilitate career and/or personal development**

**Allow individuals to comment on aspects of departmental and university activity which affect their well-being and role satisfaction.**

The outcome of this part of the discussion should be recorded in Part II of the attached form summarising the above points. Reviewers should note that any aspects of the Developmental Review which the individual wishes to remain confidential should not be included in the summary or referred to anywhere else as part of the discussion.

## **PROFESSIONAL DEVELOPMENT AND REVIEW: PART II - DEVELOPMENT REVIEW GUIDANCE**

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The purpose of Part II of PDR is to provide an individual member of staff with an opportunity to discuss their personal aims and objectives. This should be approached in an open and transparent discussion between the individual and reviewer. It is essential that an environment of trust and confidence is created and a positive development dialogue established. Development needs should be identified, discussed and as far as reasonably practicable, agreed needs should be met.

In order to support the identified development needs a variety of resources may be available to meet these agreed needs. Best practice suggests that the development resource selected should be pragmatic, achievable and suited to the individual member of staff. It may be necessary to seek a professional view from the University's Staff Training and Development Division about the appropriateness of the development need identified. Fullest consideration should be given to both the Departmental and Institutional resource implications for the preferred option, to ensure the specified need can be supported. If resources cannot be sourced from within the Department, appropriate advice should be sought from the Staff Development & Training Division prior to final confirmation. Reviewers are encouraged to confirm individual development actions in the context of other staff members' annual PDR meetings and requests for development opportunities.

There are aspects of the development discussion that an individual may wish to keep confidential between themselves and the reviewer. Particularly in respect of any personal circumstances or issues and this should be clarified prior to agreeing to the final written outcome of the discussions.

In order to facilitate the development discussions, an individual may have utilised a number of self assessment tools and the Reviewer should be aware and respond accordingly. The following developmental opportunities are currently available but this is not an exhaustive list and offers guidance for reviewers in facilitating developmental outcomes:-

### **1 Mentoring**

Participation in the mentoring scheme will provide one to one support and encouragement for individuals who are either new to a post or to the University. It will address personal and career development issues and will also provide a valuable networking opportunity for all those involved either as a mentee or mentor.

Mentoring for all support staff, contact Tony Merritt in Staff Development.  
<http://www.liv.ac.uk/develop/training.html> or email [training@liv.ac.uk](mailto:training@liv.ac.uk)

## 2 **Access to University Programmes and Workshops**

Staff Development & Training <http://www.liv.ac.uk/Staffdev/>

CLL Development Programmes <http://dbweb.liv.ac.uk/ctl/>

Computing Services Development Programmes <http://www.liv.ac.uk/csd/training.html>

## 3 **Role Rotation and Temporary Re-distribution of Work Loads**

Alternating roles or re-distribution of duties for a pre-determined time can foster greater appreciation and support role development opportunities for the individuals involved. This can be both motivating and a good development option.

To be mutually agreed with the Reviewer/Head of Department.

## 4 **Individual Projects**

One off individual projects can be a useful way to gain additional knowledge and expertise in competencies that are important for the individual's development.

To be mutually agreed with the Reviewer/Head of Department.

## 5 **Team Projects**

As with individual projects a good development option that benefits the institution and individual. Team projects can help develop skills in working with others and in learning the competencies that other members of the team bring to the task. It also provides the opportunity to broaden the network of useful contacts with others throughout the organisation.

To be mutually agreed with the Reviewer/Head of Department.

## 6 **Open Learning, E-learning and Self Study**

Can be best suited to some individuals and their circumstances. Regular support and reviews are required to be effective.

Contact Tony Merritt in Staff Development <http://www.liv.ac.uk/Staffdev/> or email [training@liv.ac.uk](mailto:training@liv.ac.uk)

## 7 **Volunteer Work**

Where opportunities for further development within the institution is limited, volunteer work can help build skills in a variety of areas. Volunteer work can also bring a new enthusiasm and motivation for learning.

Contact Sarah Jones at Centre for Lifelong Learning <http://www.liv.ac.uk/volunteering> or email [volunteering@liv.ac.uk](mailto:volunteering@liv.ac.uk)

## 8 **Self Analysis Tools**

Useful before the development review to identify areas of development that would have the most benefit to that individual. These include the Learning Styles Inventory, Myers Briggs Type Indicators, Managerial Assessment of Proficiency (for those with a management responsibility).

Contact Tony Merritt in Staff Development <http://www.liv.ac.uk/Staffdev/> or email [training@liv.ac.uk](mailto:training@liv.ac.uk)

## 9 **Any Specific need or assistance in the discussions**

Specific needs or assistance should be identified and agreed between individual and Reviewer and also in conjunction with budgets and resources. Individual Consultancy is available for any Reviewer involved in the Professional Development and Review discussion.

Advice and help can be sought to help with any aspect from the identification of learning needs through to the planning, delivery and reviewing of Staff Development. Advice is also available on key institutional developments that may need to be included in the individual development plans.

Contact Staff Development <http://www.liv.ac.uk/Staffdev/> or email [training@liv.ac.uk](mailto:training@liv.ac.uk)

**REVIEWER’S CHECKLIST FOR REQUIRED FACTUAL DOCUMENTATION:**

**Document**

**ANY INFORMATION IDENTIFIED AS BEING CONFIDENTIAL BETWEEN THE INDIVIDUAL AND REVIEWER SHOULD NOT BE DISCLOSED. INDIVIDUALS SHOULD INITIAL EACH SECTION OF THE PART II SUMMARY INCLUDING ANY SECTIONS WHICH ARE LEFT BLANK INTENTIONALLY.**

**Summary of identified development objectives:**

**Summary of areas where the individual wishes to develop their career, consider an alternative career or pursue any other form of personal development:**

**Summary of areas where the reviewer believes there are opportunities for career development:**

**Summary of identified resources or training that will facilitate career and/or personal development:**

**Summary of identified aims and objectives together with an assessment of the resources needed to achieve them:**

Individual’s Additional Comments:

Signed..... (PRINT NAME) .....

Reviewer’s Additional Comments:

Signed..... (PRINT NAME) .....

### **PART III: PROGRESSION REVIEW**

Based on the outcomes of Parts I and II of this discussion, a recommendation for progression will be made by your Head of Department. The aim of the Progression Review is to consider a submission of a recommendation under one of the following headings:

- **Promotion to a higher grade**
- **Award of additional increment**
- **Recognition of contribution**

The outcome of this part of the discussion should be recorded in Part III of the attached form summarising the recommendation to be made.

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### **PROFESSIONAL DEVELOPMENT & REVIEW: PART III – PROGRESSION REVIEW GUIDANCE**

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The primary purpose of Part III of PDR is to provide an individual and their Head of Department/reviewer with an opportunity to discuss progression from an informed and objective perspective, having undertaken the sequence of discussion(s) in relation to the factual details of the role and the development aspirations of the individual.

This should be an open and transparent discussion about the level and nature of the contribution the individual has made, and the relationship of this contribution to the progression opportunities available within the University.

This will necessarily need to be informed by the detailed level of understanding of an individual's contribution and career ambitions gained from Parts I and II of PDR; no formal discussion in relation to progression should take place without Parts I and II having been fulfilled. As stated in previous guidance, this will include the fullest discussions of core duties of each individual, their aims and objectives and any obstacles which have impeded progress.

The intention of Part III is to ensure that all individuals understand the level at which their individual contribution is assessed and to generate the recommendation which will be submitted to the University's relevant processes for the determination of Progression and Promotion.

Heads of Departments will need to demonstrate that the progression recommendation is objective and balanced and that it has a direct relationship to the outcomes of Parts I and II.

It has been agreed that:

1. Where contribution is deemed to be satisfactory, normal incremental progression will take place in the absence of a recommendation for any other form of progression or promotion. This should be automatic until the top of the grade is reached.
2. Where there is a case for promotion to a higher grade, the review will be process-based upon defined HERA criteria and prescribed supporting information including the role profile.
3. Where contribution is of a high standard, Heads of Department will be able to recommend accelerated progression or contributions points based upon defined criteria accessible to all staff across the University.
4. Where staff and their Head of Department are unable to agree the recommendation, a statement of the individual's view will be included with the case. Similarly, where a Head of Department does not feel able to make a recommendation to the Committee, an individual may bring forward a personal case; the Heads of Department will be asked to comment on this case.

5. All recommendations submitted will be in accordance with the requirements of the Annual Review Procedure.
6. Issues relating to perceived poor performance should not be raised for the first time by the Reviewer and will normally have been raised prior to the discussion. Such issues should not normally be raised for the first time as part of the Professional Development and Review. It would usually be appropriate for detailed discussion relating to performance to be considered at a separate Performance Management meeting which would include the right of representation. The Performance Management Procedure is available at: <http://.....>
7. An annual increment can be withheld providing this outcome is determined in accordance with the terms of the Performance Management Procedure. In such instances, cases will be monitored and reviewed.



**RECOMMENDATION FOR PROGRESSION**

<b>Name:</b>	
<b>Department/School/Division:</b>	
<b>Current Grade and Salary:</b>	<b>Grade:</b> <b>Salary:</b>
<b>Date of appointment to current grade:</b>	
<b>Date of Development Review/Appraisal:</b>	

**Recommendation/Report:**

<i>Please indicate</i>	✓
<b>Promotion:</b>	
<b>Additional Increment:</b>	
<b>Contribution Increment:</b>	

*DETAILED RECOMMENDATION: Free text*

**Head of Department/School/Division signature: .....**

**Date: .....**