



University of
St Andrews

Review and development scheme (RDS) for Professional staff cohort

Document type	Policy
Scope (applies to)	Professional staff
Applicability date	06/06/2021
Review / Expiry date	31/12/2021
Approved date	08/06/2021
Approver	Deputy Director
Document owner	Human Resources Officer
School / unit	Human Resources
Document status	Published
Information classification	Public
Equality impact assessment	None
Key terms	Staff/Progression and development/Performance Management
Purpose	Outlines the procedure to manage the annual performance and development review for support staff.

Version number	Purpose / changes	Document status	Author of changes, role and school / unit	Date

Table of contents

1.	Introduction	3
2.	Purpose of RDS	3
3.	Principles	3
4.	Roles and responsibilities	3
5.	Part-time employees	4
6.	Fixed term and standard employees	4
7.	Absence during RDS	4
8.	Performance management	4
9.	Timetable of Review and Development Process	5
10.	Support available	5
	Appendix A: Review and development scheme (RDS) Form for Support Staff	6

1. Introduction

- 1.1 It is important that all roles within the University support the delivery of the University's strategy and that every employee is aware of how they contribute to the overall success of the University. The Review and Development Scheme (RDS) has been designed to support this aim by providing a mechanism for discussion.
- 1.2 A key objective of the Review and Development Scheme (RDS) is to provide an opportunity to have a formal constructive two way discussion between a manager and an employee that not only sets objectives for the coming review period but reflects on the previous 12 months along with providing the opportunity to discuss training and development requirements.
- 1.3 Annually, Human Resources will remind Heads of School/Unit of the process, asking them to confirm their preferred timetable for completion (January – June/June – December).

2. Purpose of RDS

- 2.1 The key objectives of RDS are:
 - To have a formal constructive two-way discussion between manager and employee annually.
 - Review the past year, providing feedback, identifying successes, and learning from problems in the achievement of last year's objectives.
 - To agree realistic goals for the future, taking into consideration the objectives and values of the School/Unit/University, the knowledge, skills and attitude of the employee and their career development aspirations.

3. Principles

- 3.1 The principles of RDS are:
 - The scheme should be held on an annual cycle (January/June or June/December).
 - The scheme allows the employee's (Reviewee) personal contribution to be aligned to the School/Unit objectives through on-going dialogue with their manager (Reviewer).
 - The meetings allow a regular opportunity to discuss the Reviewee's strengths, concerns and aspirations at work and identify training and development needs.
 - RDS meetings will be held in confidence and any issues raised should be dealt with immediately and if necessary, the Reviewer should seek advice from their Head of School/Unit and/or Human Resources.

4. Roles and responsibilities

4.1 Head of Unit / School

- The Head should oversee RDS within their School/Unit.
- The Head should assist Reviewers in communicating the School/Unit strategy so that they can be used effectively within the RDS discussions.
- The Head should ensure that all Reviewees have, at the end of the review process, appropriate objectives agreed on their current [RDS form](#) (Appendix A)
- The Head should ensure that any concerns regarding performance are addressed immediately.

4.2 Reviewer

- The Reviewer should distribute the necessary [RDS forms](#) and schedule interviews with the Reviewee.
- The Reviewer should ensure that the interview is conducted in a manner that meets the needs of both the Reviewee and allows the Reviewee to evidence any relevant feedback on their performance and contribution during the last 12 months.
- The Reviewer should, after the interview, pass the completed and agreed forms to the Head of School/Unit.

4.3 Reviewee

- The Reviewee should complete the appropriate [RDS forms](#) prior to the meetings by reviewing the last 12 months and consider their objectives and training needs for the forthcoming 12 months.
- Where appropriate, in the periods between reviews, the Reviewee should provide updates to the Reviewer in line with the dates set against any objectives.
- The Reviewee should raise any difficulties they have in meeting agreed objectives with the Reviewer and/or Head of School/Unit at the earliest opportunity.

5. Part-time employees

- 5.1 While RDS will operate on an annual basis and apply to all staff, the objectives agreed should recognise those that work part-time and/or part year. Any changes to the objectives as a result of an agreed change in working pattern should not imply a reduction in the quality of performance or contribution to the School/Unit objectives.

6. Fixed term and standard employees

- 6.1 RDS applies to both standard appointments and fixed term appointments to ensure that the progress and performance of fixed term staff are assessed against the same standards and expectations which apply to those on standard contracts.

7. Absence during RDS

- 7.1 Where a member of staff is absent during the RDS period, for example, on maternity/adoption leave or extended sickness absence, their objectives will be carried forward to the next RDS period. However, care must be taken not to overburden the employee on their return to work and the workload including objectives must be reasonably achievable.

8. Performance management

- 8.1 The Reviewee will normally be expected to meet all of the agreed objectives in the relevant timescales in order to contribute effectively to the operational needs and strategic aspirations of the School/Unit.
- 8.2 The Reviewer is expected to meet with the Reviewee at regular intervals to ensure that he/she is meeting their objectives. If the Reviewee is failing to meet all or some of their objectives without good reason, the Head of School/Unit should initiate the University's [Poor Performance \(Capability\) Procedure](#) in consultation with Human Resources. The purpose of the Poor Performance (Capability) Procedure is to be supportive if reasonably possible rather than punitive, and it should be recognised that the existence of this

procedure is to help and encourage employees to achieve and maintain acceptable standards of performance and to ensure consistent and fair treatment for all.

9. Timetable of Review and Development Process

Stage 1	Section A & B of form completed by Reviewer and issued to Reviewee prior to the meeting.
Stage 2	Reviewee completes Section C and F and updates Section E if objectives set for previous year. This is passed back to the Reviewer in advance of the meeting.
Stage 3	RDS Meeting: <ul style="list-style-type: none"> Reviewee and Reviewer discuss role and previous objectives, if applicable and any issues experienced. Both parties must agree future objectives, timescales including any interim review periods if relevant and training/development needs to meet objectives.
Stage 4	After Meeting: <ul style="list-style-type: none"> Reviewer completes Sections D – E. Form signed off by Reviewee and Reviewer and passed to Head of School/Unit. Reviewer along with Head of School/Unit should consider Training and Development needs and if necessary seek advice from CAPOD.

10. Support available

- 10.1 Should any member of staff feel that they need support or advice outside of their School/Unit, they can speak to a [Human Resources Business Partner](#), a recognised Trade Union or the Chaplain about any issues that arise during the course of their employment.

Version number	Purpose / changes	Document status	Author of changes, role and school / unit	Date
1.0	Migration of the policy to the Governance Zone.	Published	Lisa Stewart Human Resources	03/07/2019
1.1	Change to review date only.	Published	Lisa Stewart HR	07/06/2021

Appendix A: Review and development scheme (RDS) Form for Support Staff

A word version of this form can be downloaded from the [HR policy page](#) or via the following [link](#).

Introduction

It is important that all roles within the University support the delivery of the University's strategy and that every employee is aware of how they contribute to the overall success of the University. The Review and Development Scheme (RDS) has been designed to support this aim.

The key objectives of the RDS are:

- To have a formal constructive two-way discussion between manager and employee annually.
- To review the past year, providing feedback, identifying successes and learning from problems in the achievement of last year's objectives.
- To agree realistic goals for the future, taking into consideration the objectives of the School/Unit/University, the knowledge, skills and attitude of the employee and their career development aspirations.

Timetable

The RDS cycle will run from January to June or June to December each year, depending on the School/Unit planning cycle. Human Resources will contact all Heads of School/Unit to confirm which cycle completion will be undertaken and to seek confirmation once the process has been completed.

Stage 1	Sections A & B of form completed by reviewer and issued to reviewee prior to the meeting.
Stage 2	Reviewee completes section C and F and updates section E if objectives set for previous year. This is passed back to the reviewer in advance of the meeting.
Stage 3	RDS Meeting: <ul style="list-style-type: none">• Reviewee and reviewer discuss role and previous objectives, if applicable and any issues experienced.• Both parties must agree future objectives, timescales including any interim review periods if relevant and training/development needs to meet objectives.
Stage 4	After meeting: <ul style="list-style-type: none">• Reviewer completes sections D, E & Training and development document (if required).• Form signed off by reviewee and reviewer and passed to Head of School/Unit.• Reviewer along with Head of School/Unit should consider training and development needs and if necessary seek advice from CAPOD.

Section A: Reviewee/reviewer details (Completed by reviewee)

REVIEWEE:		DATE OF RDS MEETING:	
POSITION:		DATE OF LAST RDS MEETING:	
SCHOOL/UNIT:		REVIEWER:	

**Section B: School/Unit Objectives
(Completed by reviewer prior to issuing form)**

Provide a brief summary of current School/Unit objectives and/or team goals and values

**Section C: Reflection on successes/issues over past 12 months
(completed by reviewee prior to meeting)**

Looking back over the last 12 months, constructively evaluate and reflect on progress: this could include what worked well/issues experienced, what has been learned and any feedback received. This should include your contribution to upholding the values of the School/Unit for example, support you may have provided to colleagues, feedback you have received on exceptional service.

**Section D: Reviewer
(Discussed during meeting and finalised after meeting)**

This section is for the reviewer to complete. It could include:

- any general issues relating to the reviewee.
- main achievements achieved by reviewee with reference to the previous year.
- feedback on performance and contribution to School/Unit/University.

Section E: Objective Setting (Current form updated prior to meeting by reviewee. New Form completed during/after meeting by Reviewer)

Please record all agreed objectives for the forthcoming 12 month period during/after the meeting. The number of objectives should be realistic and achievable based on workload (the 6 boxes are for guidance only). Objectives should be SMART (Specific, Measurable, Achievable, Realistic and Time bound). In addition, the Reviewee and Reviewer should discuss any Training and Development activities to be undertaken to support the objectives and record these in the training and development form. When updating the current form, please clearly state if objectives met.

	Objective to support School/Unit/University Objectives	Measurement/Success Indicator	Target Date	Final Update e.g. how met success measures/indicators etc. (To be completed at annual RDS meeting as appropriate)
1				
2				
3				
4				
5				
6				

***Schools/Units may find it appropriate to hold an interim review to continually assess progress towards targets**

Section F: Any other points for discussion	
Use this as an opportunity to reflect on your longer-term ambitions and how you feel the School/Unit can help you achieve these.	

Section G: Sign off (Completed after meeting)	
Reviewee:	Date:
Reviewer:	Date:
Head of School/Unit:	Date: