

## Performance & Development Conversation Guide for Reviewee

Performance review processes are a way to formally capture the conversations and actions you've had and made with your manager throughout the period and to record information regarding the outcomes you have achieved. It is an opportunity to work with your manager to set and clarify expectations, ensuring that you have a clear understanding of your role and what is expected of you in performing the role.

The formal review process is a time for setting individual objectives aligned to University and School/Unit strategy. These objectives are discussed throughout the year to ensure they are still relevant and that you are on track to achieving them.

### Step 1: Before the Conversation

- Agree with your manager on the date of your performance conversation
- Review and assess your performance against objectives set at the beginning of the review period and values you have demonstrated over the period
  - Prepare specific examples of your achievements in your role
- Record development activities completed and their impact
- Reflect and prepare notes on:
  - How objectives have been met
  - How values have been demonstrated (include specific examples)
  - Key achievements this period
  - Specific actions taken to try to achieve objectives (particularly if any objectives have not been met)
  - Any barriers which are affecting your performance, any concerns you may have
  - Aspects of your role you do well and where you can further improve
  - Things you would like specific feedback on
  - Areas for development and career aspirations

### Step 2: During the Conversation

#### **Performance**

- Communicate openly with your manager – reviews should be a two-way conversation
- Discuss key achievements relating to each objective, providing specific examples
- Discuss your strengths and situations where you have demonstrated them
- Acknowledge areas for further improvement and development
- Discuss career aspirations
- Seek and discuss ideas for achieving or maintaining the expected performance level
- Ask questions throughout the conversation to clarify anything you don't understand
- Be proactive in seeking feedback to support you
- When receiving feedback acknowledge and then clarify the feedback; be future focused and action orientated
- Provide your manager with feedback on what they could start/stop/continue to do which would help you in achieving your objectives

#### **Development**

- Current role: Reflect on your performance – what are your areas for development/what could you do better? What are you going to do with the feedback you have received?
- Career aspirations: what are your aspirations? What's important to you? What options are available to you?
- Prioritise your development objectives in relation to your performance objectives.
- Decide how you are going to develop – explore all options:
  - Work shadowing/mentor - 70% of learning is from experience, consider who you can you gain experience from?
  - What formal learning could you undertake?
  - What articles could you read?
  - What free talks you could attend etc?

### Step 3: After the Conversation

- Follow through on agreed actions
- When drafting your performance and development objectives ensure they are SMART
  - S**pecific – what exactly will be achieved?
  - M**easurable – how will success be measured?
  - A**chievable – is it realistic and achievable?
  - R**ealistic – is it linked to the College/Unit strategy?
  - T**ime-bound – what is the time frame?
- Agree date for regular 1:1 meetings