

Royal Northern College of Music

Staff Performance and Development Policy

Policy & Procedure

Department: Human Resources

**Document owner: Head of
Human Resources**

**Approval Committee: Human
Resources Committee**

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RNCM
ROYAL NORTHERN
COLLEGE of MUSIC

1. **Purpose**

The College is committed to reviewing the performance of all staff. The process of reviewing performance helps to align the contributions made by individual members of staff to the College Strategic Plan and School/Department objectives.

The College's commitment to performance excellence stems from a belief that the College's success in meeting its strategic aims derives from managing and developing the potential of its staff. A consistent approach to reviewing the work and performance of staff has been adopted within all areas of the College while recognising the different roles and responsibilities of staff. The College has introduced a Performance and Development Review (PDR) process in order to:

- Maintain commitment to the College's strategic direction and assist in the identification of improvements in individual performance;
- Assist in the cascade of College, strategic and operational objectives;
- Engage staff in objective setting to ensure that staff have a clear understanding of what is expected of them and how they contribute to the success of the College;
- Ensure that staff are fully equipped to carry out their roles through identifying the necessary resources, training, development and support that staff need to fulfil their role and achieve their objectives;
- Evaluate and recognise the contribution of staff in respect of how well objectives have been met and help staff to recognise when there are performance problems and what actions will be taken to address them;
- Understand an individual's potential, consider future direction, assess progress and identify further needs for development.

The College is fully committed to equality of opportunity in the workplace and the PDR process will be applied in accordance with the College's Equality and Diversity Policy.

2. **Responsibilities of the PDR process**

Executive Committee, Programme Directors, Heads of Schools and Departments.

- Implementation of the PDR process in accordance with the PDR procedures.
- Ensuring that all performance and development reviews are carried out within agreed timescales.

Human Resources Department

- Providing guidance to managers and staff.
- Monitoring the implementation of the PDR process.
- Provide training as and when required (training will be mandatory for Reviewers).
- Produce PDR reports for completion rates across the Schools and Departments to the Executive Committee and the Board of Governors.

Staff

- Complete the PDR form in advance of any meeting.
- Engage fully with the process.

3. **Monitoring and evaluating performance**

Performance is the ability to consistently deliver results over time. It includes not only whether staff have achieved their individual objectives but also how they have achieved them.

All Reviewers will be asked during the PDR process to record a performance rating of the work of their Reviewees that falls within one of the following categories:

- Satisfactory or better performance;
- Unsatisfactory performance.

Reviewers should refer to the PDR guidance notes for more detailed advice on this point.

4. **Staff included in PDR process**

All employees of the College are required to participate in the PDR review process. A streamlined PDR process is provided for part-time hourly paid academic staff which is designed to focus on their teaching.

5. **Selection of reviewers**

- Reviewee - the person being reviewed
- Reviewer - the person responsible for carrying out the review (normally the Reviewee's line manager).

The Programme Director / Head of School / Department is responsible for ensuring appropriate performance review arrangements are in place and that Reviewers are allocated to Reviewees. This should take place before the beginning of each PDR year and the details circulated to all the relevant parties so that staff know who will be reviewing them and Reviewers know who they will be responsible for reviewing during the coming year.

A Reviewee may wish to request an alternative Reviewer. They can do this by contacting their Programme Director / Head of School / Department, giving their reasons. If the Programme Director / Head of School / Department considers it appropriate, an alternative Reviewer will be allocated.

Where a line manager manages a large number of staff, it may not be practical for them to act as Reviewer to them all. In such cases, the line manager may agree an alternative Reviewer (normally a member of the senior staff) with the Head of School/Department and will then advise the Reviewee.

The nomination of Reviewers, who are still within their probationary period, will be made at the discretion of the Programme Directors / Heads of Schools / Departments.

It is the responsibility of the Programme Director / Head of School / Department to ensure that all designated Reviewers have received the necessary training before they conduct staff performance and development reviews and that they understand how the College's objectives impact on the individuals they are reviewing.

6. **PDR cycle**

The PDR process will operate to an annual cycle whereby employees are reviewed at least once every twelve months. This is applicable to all employees except for part-

time hourly paid academic staff where the review period is three years (i.e. one PDR to be completed once in every three year period and all employees to have been reviewed within the three year period).

The annual census date for monitoring purposes is 31 August – any PDR undertaken and received by the HR department within the period 1 September and the census date of 31 August will be considered as completed for reporting purposes.

A new employee will have their first performance review no later than twelve months following the successful completion of their probationary period.

7. PDR documentation

A copy of the PDR guidance and documentation is available on the staff Intranet.

8. Confidentiality

The PDR form is a confidential document and should be treated with due care and attention. Staff should ensure that any PDR records, whether hard copy or electronic, are held and processed in accordance with the General Data Protection Regulations (2016).

Those entitled to access PDR records would normally include HR staff and those in the line management chain of the Reviewee e.g. the Reviewer / line manager, and the Programme Director / Head of School / Department and the related member of the Executive Committee in certain circumstances.

Any unresolved disagreements resulting from the PDR process will need to be referred through the College's Grievance Procedure.

9. Review allowances scheme (Part-time hourly paid academic staff)

Any part-time member of academic staff, nominated as a Reviewer, will be entitled to one hour for each staff review undertaken and up to two hours for any mandatory PDR training. Payments will be at a rate approved by the College and differs from the hourly rate approved for tutorial activities.

Part-time hourly paid academic staff will be paid one hour for participation in the PDR process at the approved participation rate.

10. Related policies

- Probation Policy-Academic Staff
- Probation Policy-Professional Services Staff
- Equality and Diversity Policy
- Capability Policy
- Reward and Recognition Policy