

ACADEMIC REVIEW AND DEVELOPMENT
(THIS INFORMATION FROM THE HR DEPARTMENT)

<http://www.st-andrews.ac.uk/staff/ppd/resources/academicstaff/>

Purpose

1. Annual review is deemed to be a vital part of academic staff development. Ahead of REF2014, Schools undertook annual REF interviews focused on outputs and impact case studies. Some Schools are continuing these interviews, which is to be encouraged, but it seems sensible to combine such annual research-focused interviews with a broader appraisal of all aspects of the academic role.
2. The new form is designed to address preparation for REF2020 as well as teaching and service, and to be a platform for the development of staff and an opportunity for Heads of School to discuss issues such as workload balance, promotion preparation and timing, research leave etc.
3. The new form is designed to be light touch and to be accompanied by research data provided by PURE and teaching data provided by the Head of School.

Human Resources involvement

4. Human Resources will, on an annual basis, remind Heads of School that this process should take place and provide them with up-to-date forms.
5. Human Resources will also ensure timely completion of the process by the appropriate HR Business Partner liaising with the Head of School. Human Resources will liaise with the Deputy Principal/Master if there are issues of non-compliance.
6. Completed forms and any accompanying data will be kept securely within the School.

Heads of School involvement

7. Heads of School will provide teaching load data as an appendix if appropriate for the School. Otherwise, reviewees will be expected to complete this section themselves. Heads of School will inform reviewees what they should do.
8. Heads of School, or a nominated deputy, will provide the reviewee with a review date and carry out the review on that date. Directors of Research may attend for just the research discussions.

Reviewee expectations

9. Reviewees will complete Sections A to D of the form accurately, concisely and in a timely manner, checking any supplied data for errors or omissions. Section A should include what is held in PURE.
10. It is the responsibility of the reviewee to keep information in PURE up-to-date and accurate.

Timescales

11. Annual meetings should take place between reviewers and reviewees.

Part-time and Fixed Term Academics

12. While the length of the review will remain the same at up to 4 years for part-time appointments, the objectives agreed should recognise the part-time nature of the employment: any change to the objectives should not imply a reduction in the quality of performance required.

13. The review period applies to both open ended and fixed term appointments to ensure that progress and performance of fixed term staff are assessed against the same standards and expectations which apply to those on open ended contracts.

Absence during the review period

14. Where a member of staff is absent during the review period, for example, on maternity/adoption leave or extended sickness absence, the University will normally adjust the review dates. Again this will have no impact on the quality of performance required and the objectives will be set accordingly.

Support Available

15. Support for new colleagues is very important and the mentoring scheme fulfils a key role in this respect. The role of mentor is not a managerial one and provides guidance, support, encouragement and feedback to the new Lecturer.

16. Should any member of staff feel that they need support or advice outside their School, they can speak to their HR Business Partner about any issues that arise during the course of their employment.

New Starts

17. The Academic Review and Development scheme will replace the current Academic Review for New Starts with immediate effect. Any staff currently in the Academic Review for New Starts scheme should have their next review completed on the new form attached.

18. Heads of School should meet with new starts within one month of their start date. Objectives set should look forward overall to the first 4 years of employment with emphasis on the first year. The initial form should be sent to the School's HR Business Partner for information but subsequent years' forms do not have to be as the School's HR Business Partner will ensure that new starts are being supported and reviewed annually through liaison with the Head of School.

19. At the start of year 4, HR will confirm with the Head of School that performance is on track as per the initial form's objectives which will, in turn, be confirmed to the Deputy Principal. If any issues are identified throughout the 4 year period the Head of School and HR Business Partner will decide how to proceed which may involve initiating the University's Capability Procedure (Poor Performance).

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21. The 4 year period is intended to be supportive and encouraging and the University will look for sustained high quality performance throughout.

22. At the start of year 4, HR will confirm with the Head of School that performance is on track as per the initial form's objectives which will, in turn, be confirmed to the Deputy Principal.
23. If any issues are identified throughout the 4 year period the Head of School and HR Business Partner will decide how to proceed which may involve initiating the University's Capability Procedure (Poor Performance).
24. The Capability Procedure (Poor Performance) should be used 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.
25. If performance problems are judged to result from conduct over which the employee has control, the University disciplinary procedure will apply.
26. Should the member of staff consistently fail to meet all or some of their objectives, display conduct that is unsatisfactory to the University or generally not perform in line with the expectations and requirements of the University for academic staff, as set out in contracts and other formal agreements, the appropriate University procedure may be invoked as a result of which his/her contract may be terminated at any time during the 4 year period.
27. A mentor should still be assigned to new Lecturers