



### **Purpose**

The University of Nottingham seeks to achieve a high performance culture, where all staff are supported to be the best they can be. One way that this will be facilitated is through the Appraisal and Development Conversations (ADC) process. The ADC process seeks to ensure that all staff have clarity over their goals/objectives and responsibilities and have opportunities to reflect on achievements and to discuss progress and areas for development, enabling performance to be supported, enhanced and managed effectively.

### **Scope**

This policy applies to all employees of the University of Nottingham (UK). Equality, diversity and inclusion: the University values the diversity of its people and is committed to promoting equal opportunities and eliminating discrimination. Employees and managers will apply and operate the ADC guidance fairly and in doing so ensure that there is no discrimination on the grounds of any protected characteristic (eg to include, but not necessarily limited to: age, race, disability, religion or belief, sex, sexual orientation, gender reassignment or marriage and civil partnership, pregnancy and maternity).

### **Responsibilities**

Both the manager and the staff member have an equal responsibility in ensuring there is the opportunity for at least one ADC annually. Staff are responsible for ensuring they understand the expected standards to perform work, to do so to the best of their abilities and to strive to achieve their full potential via agreed objectives, which support the University's strategic aims based on the core principles of quality and excellence. Managers are responsible for ensuring staff have clarity over objectives, the expected standards of performance and access to support and reasonable development opportunities to support them in the delivery of their role.

### **Principles for Objective Setting**

An important part of the ADC approach is the agreement of future objectives. Objectives should be jointly agreed, considering the strategic priorities of the Faculty/School/ Department/Professional Service area and appropriately taking into account staff needs, ambitions and individual circumstances. Objectives will normally be discussed and agreed around the beginning of each performance year (eg at the annual ADC meeting). Where adjustments to agreed objectives are required during the ADC cycle, these should be discussed between the manager and the staff member. Under these circumstances, reasonable consideration for both the needs of the University and what are fair and realistic levels of expectation of the staff member should apply. It is expected that staff members will not unreasonably refuse objectives where the objectives are reasonable in the context of the role being undertaken and with consideration of any relevant individual circumstances which apply. Where an individual has concerns over any objectives proposed by management, these should be discussed with the aim of achieving mutual agreement where possible.

### **References**

This policy statement should be read alongside:

- The Appraisal & Development Conversations (ADC) Guidelines.
- Capability Policy & Procedure (R&T, APM, Technical Services, Childcare Services job families).
- Employee Handbook & Human Resources Managers' Manual (O&F job family).

**Effective date:** August 2019.

**Review date:** August 2021.