

**Frequently Asked**

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**What is My Contribution?**

My Contribution, our performance and development cycle, is designed to help us all understand the part we play in achieving the University’s vision and strategic priorities. It is supported by an easy-to-use online system where we can record and track our performance, development and career goals. It provides a consistent approach to performance and development across the University by focusing on individual needs and quality conversations for everyone.

**My Contribution is the umbrella term for the three elements beneath it:**

* **My Review** – supports the achievement and measurement of performance through linking SMART objectives to our strategic goals. My Review allows you to gain feedback on your performance and behaviours.
* **My Development** – records your personal development objectives. Use this to outline the areas of personal development that you require. This could be teaching or research related, a technical skill, an interpersonal, management skill or a leadership behaviour.
* **My Career** – gives you the opportunity to record your longer-term career aspirations and what support you might need to achieve these. It allows you to think about your continuous professional development to support your Academic or Professional Services career path.

**Will My Contribution require a lot of extra work?**

The form is online and easily accessed. The only time bound meeting in My Contribution is the end of year review meeting, which takes place in June/July, where you will also agree future objectives for the coming performance year. The My Development and My Career meetings, which we recommend take place at least twice a year, are flexible, regular conversations, which many line managers and staff will be having already.

**How do I access My Contribution?**

Using the same HR Connect tool bar currently used for all other individual HR self-service matters.

You could visit our staff main intranet page > go to ‘quick links’ > open ‘HR connect self-service’ (or ‘HR connect people manager’ if you need to access your staff details) > and select ‘My Contribution’.

**Do I have to take part in My Contribution?**

Yes - My Contribution is the University process for recording all staff performance and development.  Completing My Contribution is an essential role requirement for all University staff. It aligns roles to the University strategy through mutually agreed objectives.

**I am on a fixed term contract - do I still need to participate in My Contribution?**

Yes - My Contribution is for all staff on permanent and fixed term contracts with the University. The number of objectives you have should realistically reflect what you are able to deliver throughout the length of your contract. If you are working with the University for 12 weeks or more then My Contribution is applicable to you.

**What training is available to staff and managers on My Contribution?**

Regular workshops on the My Contribution process are available for all staff and also specifically for those staff members with line manager responsibilities. These courses will continue to run on a regular basis throughout the year. In addition, there are shorter workshops available, which will take place to align with the performance and development cycle, on topics like objective setting and My Development/My Career.

You can access the latest workshop details by visiting our main staff intranet page > scroll down to ‘Learning Events’ > search for My Contribution related workshops. Alternatively, you could choose to contact the Learning & Development team and ask directly at: Learning and Development ([learninganddevelopment@napier.ac.uk](mailto:learninganddevelopment@napier.ac.uk))

Other support tools are also available for all staff; there is guidance on the [My Contribution page of the intranet](http://staff.napier.ac.uk/services/hr/workingattheUniversity/Pages/My-Contribution.aspx), including step by step user guides for My Review, My Development and My Career and examples of completed forms and objectives.

There will be additional materials and events becoming available throughout the year so keep an eye out for communications on the staff intranet and in The Bones.

**What is the current stance between the TU and the University?**

We fully consulted with the trade unions for about six months in 2016 about the development of My Contribution. We were unable to reach agreement on everything and this resulted in a formal dispute process, which has concluded.

**What happens if my manager leaves or moves role?**

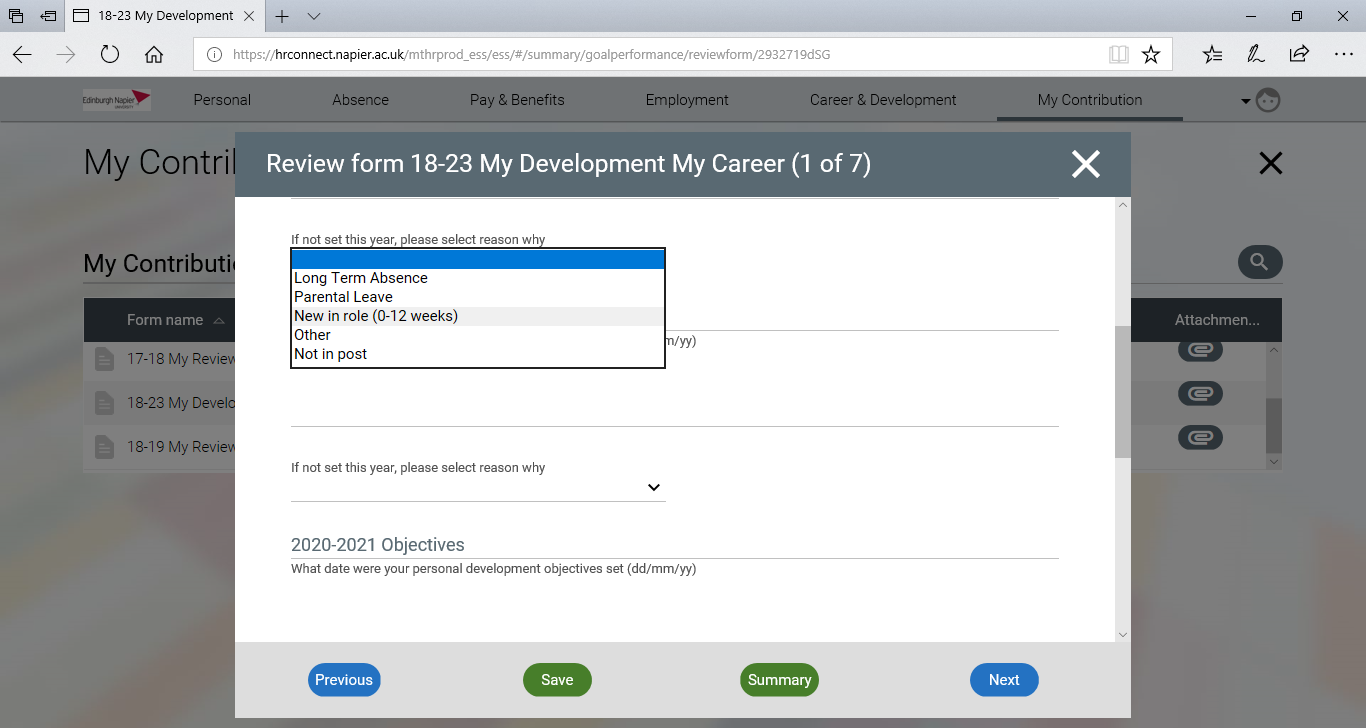
We strongly recommend that before moving role or leaving the University, your manager has a review meeting with you to discuss your progress to date, in relation to My Review, My Development and My Career. For My Review, this means you should then summarise the conversation under each performance objective. For My Development; you would summarise the conversation at the bottom of each personal development objective.

If you’re moving role, your new manager should agree new objectives with you within your first 12 weeks. Your new line manager will be assigned access to your online forms as part of the mover process and be able to view the comments.

**Will I have to complete My Contribution if I am absent?**

If you are on long-term sickness or parental leave, your performance and development records will be on hold / not set during this period and will resume on your return. In both the My Review form as well as the My Development and My Career form, you have the option to select the relevant reason. Either you or your line manager has the right to update this. It is important that you update this to ensure that you receive the correct communications for your circumstances. E.g. emails asking you to complete when it’s not necessary and that your HR record reflects a valid reason as to why you didn’t participate for a period of time.

Below outlines where on the My Review form you complete this and is in the same place for both the My Review and My Development and My Career forms:



**I can’t access My Contribution forms**

Please call the HR Operations team on 3344 or email them at [humanresources@napier.ac.uk](mailto:humanresources@napier.ac.uk).

**What if I have more than one manager, or more than one role?**

You will only have one online form which will hold your objectives. Most staff have only one key line manager.

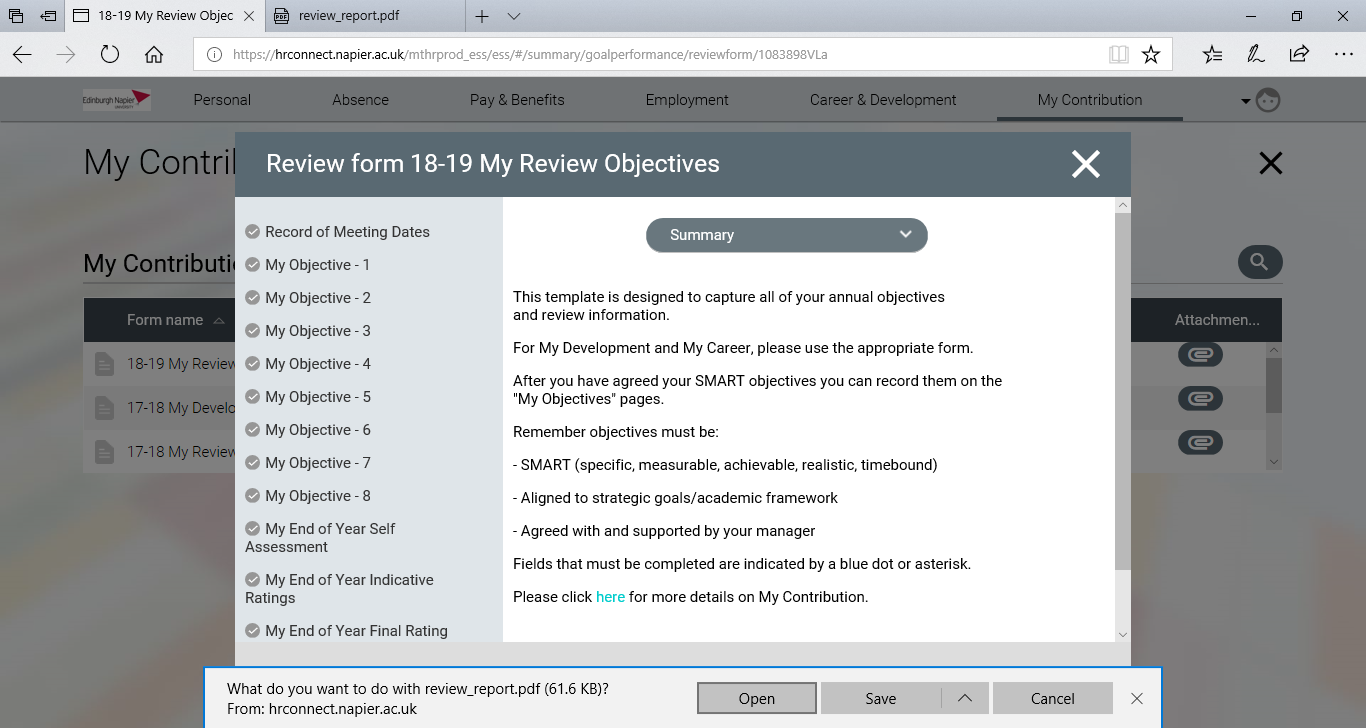
In the event that you have more than one line manager e.g. you contribute equally to two roles on a 50:50% basis). The line manager that is named in the system (on the online form) will be the one who will hold your end of year review with you and subsequently will update your online forms in HR Connect. In this circumstance, feedback and comments from your second line manager should be shared via your first line manager in order to be updated in the online form. Your end of year review rating will be agreed between the two line managers.

However, individual circumstances could all be quite different so please call the HR Operations Team on 3344 or email them at [humanresources@napier.ac.uk](mailto:humanresources@napier.ac.uk) for specific advice and guidance

**How do I print forms on My Contribution?**

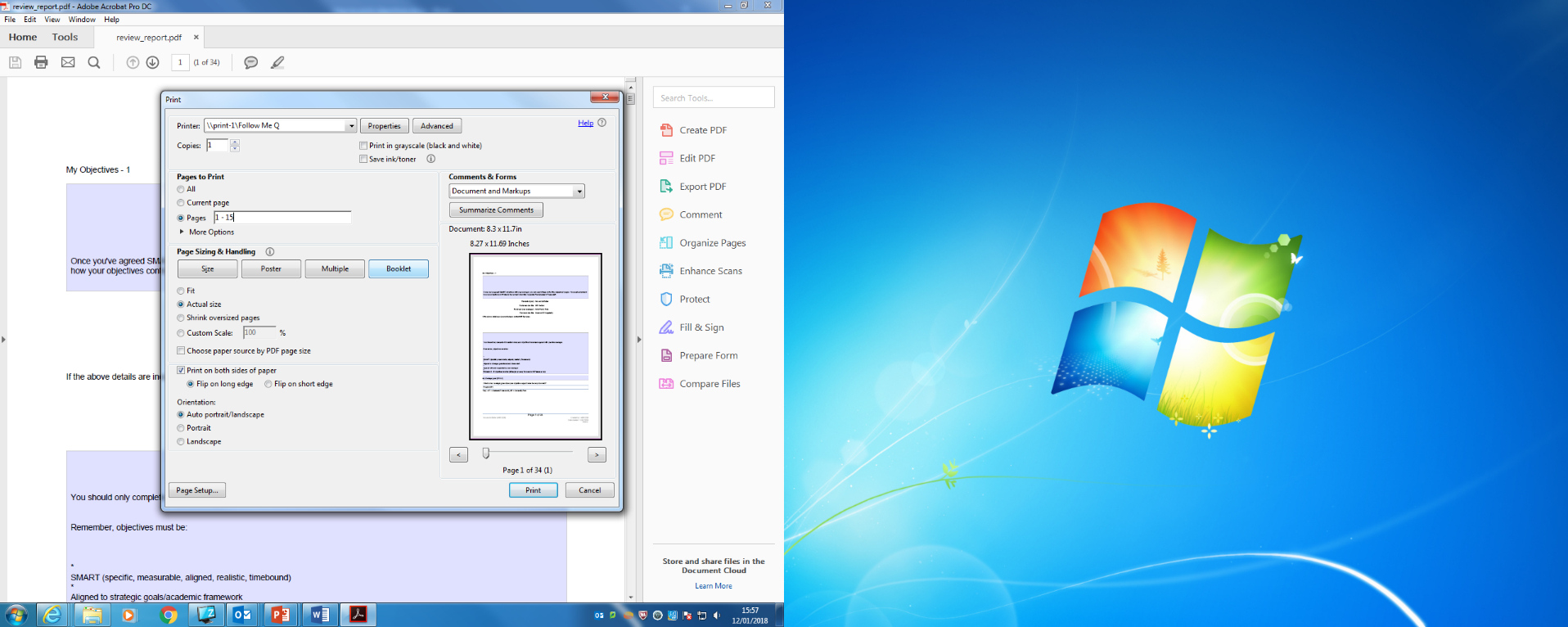
**Printing My Review pages -** Go onto the front page (the main summary page) of your My Review form via My Contribution in HR Connect > Press Print > this will generate a PDF.

Once it is ready, the following message will come up at the bottom of the page:



Press Open and you will be able to view the PDF document.

This PDF will include all performance objectives, end of year summary, My Year End Ratings (indicative) and My Year End Ratings (Final).

Select the pages you want to print:

The number of pages will depend on how many objectives you have, how much text is in each (you can preview from the pdf document) and how much information you want to view.

The same process can be followed to print the My Development and My Career form.

**MY REVIEW**

**Who will conduct My Review meetings?**

My Review is a two-way process between you and your manager. You will mutually agree your performance objectives with your manager by the end of July for the start of the annual performance cycle. You will complete a self-assessed comment and rating for each of your objectives. Your manager is then responsible for conducting the review meeting and once you have both discussed, providing end of year ratings. The University believes that providing objective performance feedback to each employee is one of our manager’s most important responsibilities.

**Will My Contribution be used as a tool for managing under performers?**

My Contribution is all about giving people clear direction and helping them to achieve performance objectives, which will help the University to achieve its strategy. If someone is not performing to the standards required in their role then this should be dealt with through the [performance improvement policy](http://staff.napier.ac.uk/services/hr/Documents/Policies/Performance%20Improvement%20Policy/Perfromance%20IImprovement%20Policy/Performance%20Improvement%20Policy%20Version%201%20.pdf). This policy clearly states that conversations about poor performance should take place over a period of time and should follow this agreed process.

**Setting strategic / performance objectives**

**How will my performance objectives be agreed?**

Your strategic objectives will be specific to you and your role. When you are agreeing your objectives with your line manager, you should also discuss and agree the specific and reasonable resources and support you consider are necessary to achieve each objective, and record this in the relevant section.

All staff should record between 3 to 8 objectives in the My Review form on My Contribution. The number will depend on the nature of your role, for example, project based or fixed term roles (of 12 weeks or more) may have shorter objectives whilst other roles have more steady objectives that are less likely to change.

**Will performance objectives be linked to resources?**

When you and your line manager sit down to discuss and agree objectives, you should also agree the specific resources and support that you may require to deliver that objective, to ensure that it is realistic and reasonable. This should be recorded in the relevant section for each objective. If the resources or support is not available, then this will obviously have an impact on your ability to achieve that objective, so this should be discussed as soon as possible. As long as changes are agreed with your line manager, you can edit your objectives during the annual performance year.

**I work part time – should I have the same number of strategic / performance objectives?**

All staff regardless of working hours should have between three and eight performance objectives. The number of objectives normally depends on the nature of your role and what is reasonable to complete within your working hours.

**Who can amend objectives on the My Review form?**

You are the only person who can change the content of your objectives unless you work in Property and Facilities and have limited access to HR Connect.

The form can be printed, suggestions for amends can be made, and then you can update your agreed objective on the online form. Your manager can comment on your progress against your objectives directly onto the online form.

**What happens to my strategic objectives if I change role part way through the year?**

If you change role part way through the performance and development year, your contribution in both roles will be reviewed at the end of the year so it is important that you have objectives for both roles where appropriate. This will also require a contribution/ commentary from both of your line managers.

The system holds up to eight objectives, so if possible, add your new objectives to the online form. If you have more than eight objectives across the two roles, then you may have to store some of the objectives from your previous role in a separate document, which can be attached to your My Review form. Alternatively, you may wish to ‘roll up’ your objectives from your previous role into a smaller number.

Before you move role, we recommend you complete the reviewee comments and rating for each objective based on what progress you would have expected to achieve by the date you moved role. Your manager will be asked for reviewer comments before your end of year review meeting.

**Mid-Year reviews**

**What are Mid-Year reviews?**

This is an informal checkpoint to make sure you are on track to achieve your My Review performance objectives by the end of the performance year. It is also an opportunity to discuss the support you are receiving.

Before your meeting, we recommend that you review your performance objectives and consider how you are progressing (both in terms of WHAT and HOW). Reflect on any issues or obstacles which may be affecting your ability to deliver, and if you need any additional support or guidance in the next couple of months. This will help you to have a meaningful conversation at your review.

Your manager will schedule a Mid-Year review with you by the end of February.

**Why is it important we conduct Mid-Year review conversations?**

* Having a Mid-Year conversation allows us to keep ourselves aligned with key priorities. Things can change over a period of 6 months, and reflecting whether objectives are still relevant, as important or need to be amended is critical. This will then help you to continue to work on the right priorities.
* An opportunity for staff to express what is and isn’t working and what kind of support is required for the next few months to make sure that objectives are met.
* An opportunity for managers to provide coaching and feedback. Identify what is really going well so far and what objectives need more work.
* End of Year conversations are only a couple of months away and holding effective Mid-Year conversations, will ultimately allow for more effective (and possibly quicker) End of Year conversations.

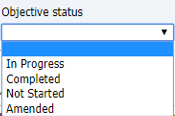
**How do I conduct an effective Mid-Year review conversation?**

**Line Manager:**

* ***Prepare*.** Revisit the reviewee’s objectives and prepare specific examples of how they have performed against these objectives so far
* ***Listen first.*** Ask the reviewee to start the conversation with a recap of the past months. Their comments could then steer the rest of the discussion
* ***Reflect.*** Acknowledge any positive observations or behaviours, using specific examples or feedback received from others
* ***Discuss****.* Causes and solutions for any issues in performance or delivery against objectives and if needed provide clarity on expectations
* ***Communicate.*** Inform reviewee of any organisational, departmental or team changes that might impact their roles or objectives
* ***Agree.*** Agree to edit / update strategic objectives where needed
* ***Follow up.*** Identify follow up actions or activities needed after the meeting (if appropriate) and set time and work parameters around them if possible so the reviewee knows what will happen. As soon as the reviewee has updated HR Connect, you will need to update the system also, adding the Mid-Year review date and some additional comments into the system.

**Reviewee:**

* ***Prepare****.* Prepare an update towards each of your performance / strategic objectives. You can choose to either do this straight into the system or type it separately in a word document so you can copy paste it later into the system.
* ***Explain*.** Once you have agreed a suitable time and location to meet your manager; explain how you feel you have been performing against each of the objectives.
* ***Describe.*** Describe how you see the status of each objective
* ***Discuss*.** Discuss causes and solutions for delivery against objectives. Self-reflect on your performance (what you have done well and possibly could do better). In addition, also seek feedback and ask open questions. Give your own suggestions on how to move forward.
* ***Agree.*** Agree to edit / update objectives where needed
  + *The system will allow you to choose the following status options (make sure you know the agreed status of each objective before finishing the meeting):*



* ***Follow up.*** Make sure you are clear on what is next (e.g. are there follow up actions or activities needed after the meeting?) and update HR Connect.

**How is the Mid-Year review conversation different from the My Career & My Development conversation?**

During your Mid-Year review, you focus on your individual performance objectives (which is the My Review element of My Contribution). The objectives you focus on should be aligned to our strategic priorities. The My Development & My Career conversation will focus specifically on an individual’s personal development and career path.

**What if my role has changed and / or I have moved departments? Do I still need to complete a Mid-Year review?**

Yes. You can ultimately follow the same steps as described above; however you will probably need to add a number of new objectives into the system (even if this is for a shorter period), and some objectives will probably require updating as ‘amended’. *This is important, it will allow you to identify key priorities in your new role in discussion with your (new) manager. This will then help you to manage your time and tasks effectively, and even identify some ‘quick wins’ for the role.*

**What if I only just started (e.g. in the past month), should I have a Mid-Year review?**

We would still recommend that you add some objectives onto your My Review form, in agreement with your direct manager. Again, this allows you to gain clarity on your key priorities and outputs. The review period will just be a lot shorter. So formally you may not require a Mid-Year review, but instead you would insert your objectives.

**End of Year Review and Ratings**

**What do I have to do for my end of year review?**

Your line manager will schedule an end of year review meeting with you. Before you meet, review your performance against each objective and assign a rating to each, based on the rating descriptions on page 14 of the [My Review guide](https://staff.napier.ac.uk/services/hr/workingattheUniversity/Documents/My%20Review%20Guide%20Final%20Web%20low%20res.pdf). Then complete your end of year summary form, which you’ll find on the My Review form on HR Connect, including assigning yourself an overall rating for WHAT and HOW you have performed throughout the performance year.

Then meet with your line manager to discuss your performance and agree an overall end of year indicative rating. Your manager will then complete their End of Year (Reviewer) page of the My Review form. Your line manager will confirm your final rating with you after the University Leadership Team (ULT) has ratified ratings across the University, and arrange a meeting with you to discuss if it is different from the indicative rating.

Full guidance on how to prepare for your End of Year Review meeting is in the [My Review guide](https://staff.napier.ac.uk/services/hr/workingattheUniversity/Documents/My%20Review%20Guide%20Final%20Web%20low%20res.pdf) on the staff intranet.

**Why are we using ratings?**

In My Contribution, ratings will be used to provide a view on performance in My Review only. This is so that staff have a clear understanding of how they have performed over a twelve-month period in relation to expectations set at the beginning of the performance year. Conversations will take place throughout the year to address any issues or reasons why expectations are or may not be met and supportive action taken as appropriate.

The University would like managers to make distinctions in performance to support staff in recognising their contribution. Ratings are a descriptive summary of your performance for that period in time only. We recognise that whilst ratings are not new (Ratings were part of the previous Professional Development Review process (PDR) although not used consistently across the University), allocating performance ratings is a significant change for many staff and managers. The University Leadership Team and Senior Leadership Team are committed to supporting this change.

**Why do we use five ratings?**

Our ratings are not numeric but descriptive. We have added in an additional ‘outstanding’ rating to help ensure that exceptional performance is acknowledged. Five scale ratings are a common feature in similar processes in other organisations. It is important is that the ratings have clear descriptions for WHAT and HOW (available in the My Review guide) so that all staff can have meaningful conversations with their line manager about what rating is a fair assessment of their performance for the year.

The My Review rating is only one element of the My Contribution process. My Development and My Career are not measured but are equally important as they ensure that staff have a clear process to discuss their personal and career development in addition to their day-to-day work performance. The most important elements of the My Contribution process are having great conversations, and giving and receiving open and honest feedback regularly.

**I do not agree with the rating allocated to me by my manager – what can I do?**

Staff are encouraged to discuss performance and raise any concerns through one to one conversations throughout the year. That will ensure that there will be no surprises when the end of year review takes place. However, should there be disagreement over the setting of objectives, or the ratings between the reviewee and the reviewer cannot be resolved, the issue can be escalated to the reviewer’s manager. The concerns should be set out in writing outlining the specific issues and concerns. The reviewer’s manager will meet with both parties to agree a way forward. The reviewer’s line manager will make a final decision and will outline their response to the concerns in writing.

**MY DEVELOPMENT**

**Why do we have a separate conversation about My Development and My Career? Can we not discuss it as the same time as My Review?**

The focus of My Development and My Career conversations is different. You would discuss personal career aspirations and outline the areas of personal development you require. This could be teaching or research related, a technical skill, an interpersonal, management skill or a leadership behaviour.

However, you may agree with your manager that it is more convenient to discuss My Review and My Development and My Career at the same time. It is important that you do make sure that adequate time is dedicated to discuss all aspects of My Contribution.

Outside of these dedicated meetings, My Career and My Development conversations can happen at any time – in the course of your work, as part of your regular one to ones, when a new challenge is set or your objectives change.

**Do I need to have two separate meetings to discuss My Development and My Career?**

As My Development and My Career are so closely linked, we recommend that they take place it at the same time but it is your choice. Please discuss the best approach for you with your manager.

**What is the point of having personal development conversations when I know there is a very limited training budget?**

There are many different ways to develop, not just through formal courses or training. When considering your development options, think about different ways you could gain the skills, experience or knowledge you need which do not necessarily need funding – for example, learning from others, or on-the-job learning. For more information have a look at page 11/12 of the [Understanding My Development guide](https://staff.napier.ac.uk/services/hr/workingattheUniversity/Documents/Understanding%20My%20Development%20-%20Web%20low%20res.pdf) on the intranet.

**What is the difference between a personal development objective and a performance objective?**

A performance objective is job related and aligned to the University’s strategic plan so you can understand how what you achieve will contribute towards the University’s success.

A development objective is about you. What you need to develop will depend on what knowledge, skills and experience you already have to perform successfully in your current role and/or any roles you would potentially like to do in the future.

**MY CAREER**

**How is the My Career conversation different from My Development conversation?**

The My Career section gives you the opportunity to record your longer-term career aspirations and what support you may need to achieve these. The My Development section allows you to focus on the specific actions and personal development objectives that could help you to achieve your longer-term career aspirations.

**I am happy in my job and don’t want to move – do I still need to have a My Career conversation?**

We ask that you have a conversation about your career aspirations with your line manager at least six monthly. If you are happy in your role and do not wish to move, please just make a note to this effect on the online form. We recommend joint meetings so you can then focus on working towards achievement of your personal development objectives in your Personal Development Plan.

We ask that everyone have an opportunity to discuss career aspirations on a regular basis as circumstances may change and career aspirations may change as a result.