Notes on the CSG Performance Appraisal

The initial objective of the CSG Performance Appraisal is to inform CSG members, the CSG and the School about how well people are working. Specific intents are to highlight possible problems and to suggest, encourage and monitor skill development. Broader intents include reviewing the position itself and (more broadly again) the services provided by the CSG to the School.

The appraisal process consists of setting a number of performance objectives for each member of the CSG, and monitoring progress towards those objectives.

Performance Appraisal Meetings

In practice, the appraisal process will consist of:

- a meeting between each CSG member and their supervisor to decide on appropriate objectives;
- one or more meetings to review progress;
- a final meeting at the end of the appraisal period to review final status on each objective. This meeting may also indicate areas of interest for the subsequent review process.

Each meeting will result in a paper form being filled out which records the agreements made in those meetings; it is signed by both to acknowledge agreement, and becomes a file record of the agreement.

Both parties are expected to come to the discussion with their own thoughts on what to write. That is, the discussion should be about coalescing ideas rather than inventing them from scratch.

Every effort should be made to reach a mutually satisfying agreement. If agreement is impossible, both parties should agree on a third person to facilitate the discussion. In the unlikely event of continuing disagreement, then this appraisal process breaks down and assistance should be sought (possibly from HoS or from HR).

The Paper Forms

The remainder of this document deals primarily with the three paper forms that make up the CSG Performance Appraisal and includes:

- comments about the purpose of the paper forms;
- comments about what to write in the spaces;
- comments about how to make online changes (for printing).
Purpose of the Paper Forms

The main functions of the paper forms are:

- to trigger and focus discussions between CSG members and their supervisor about objectives and subsequent performance review;
- to facilitate agreement between CSG members and their supervisor regarding those objectives and the subsequent review; and
- to record those discussions.

Form 1: Responsibilities and Objectives

This form records the agreed objectives at the start of the appraisal period. It consists of three main sections:

Responsibilities

This is a list of 4–8 primary responsibilities and duties. They will usually come from the CSG member’s duty statement. Significant differences between these responsibilities and the duty statement would suggest that the duty statement should be revised.

This section may remain fairly constant over appraisal periods.

Objectives based on Responsibilities

This is a list of 4–8 performance objectives that are derived from the list of Responsibilities. There may not be a one-to-one mapping between responsibilities and these objectives. Rather, they are meant to be a set of indicators for how well the CSG member is performing in their current position.

There should be some agreed metric, so that progress can be sensibly reviewed.

Other Objectives

This is a list of 0–4 objectives which do not derive directly from the CSG member’s specific responsibilities. They may relate to professional development, but could include any objective that the person and their supervisor agrees can be of benefit to the CSG and to the school.

Again, there should be an agreed metric.

Form 2: Progress Review

This form records a mid-term evaluation, describing briefly how each objective is going. The form, and the discussion leading to it, should result in:
• a short description of each objective (for identification);
• a sentence or two describing progress towards each objective;
• a comment about any problems which may have occurred or which may arise that might obstruct progress.

It might be that this review decides that some objectives are no longer appropriate, that others need a significant re-definition, or that appropriate new objectives have arisen that had not been considered before.

Form 3: Final Review

This form records the Performance Appraisal at the conclusion of the appraisal period. It consists of several parts:

Individual reviews of objectives

This describes a final review of each objective, and includes:

• a short description of each objective (for identification);
• whether the objective was achieved (or continues to be achieved for ‘continuing objectives’);
• if not, why not? There may be factors within and outside the control of the CSG member;
• any particular lessons learnt from the exercise, things that could be done to improve things.

Review Summary

These items describe the overall performance of the CSG member. They will probably be derived from the reviews of performance objectives. The particular items are:

Particular Achievements: Accomplishments of particular note during the appraisal period.

Areas Requiring Work: Aspects of the person’s performance which could be improved. They may, but do not necessarily, indicate areas of substandard performance.

Resource/Environment Issues: Where the person’s performance was hampered by lack of resources or other environmental factors.

Further Goals and Interests: New skills or interests that are deemed worth pursuing. These may lead to Other Objectives for the subsequent appraisal period.
Overall Result

A single ‘grade’ to reflect the CSG member’s overall performance over the appraisal period. It is a simple concept, and hence of little use when taken in isolation. This section borrows heavily from the university’s Performance Assessment for Senior Management document.

The Forms are Online

The forms currently exist as \TeX documents. They can be printed as is, and filled out by hand; or they can be copied and edited online and printed, and kept as online documents.

The \TeX files are ( uninspiringly ) called form1.tex, form2.tex and form3.tex. They are of \documentclass{performance}, which is an augmented version of the article class.

Most of the machinery lives in performance.cls, so the form files themselves are reasonably readable. In general, the only things to edit are:

- Instances of \Line or \Lines{n} ( which print 1 or \(n\) lines). In this case, replace the \Line or \Lines{n} with the required text. The text is inside a \parbox, so in general you can ignore formatting.
- In the Overall Result in form3. In this case, \Box draws the check-box for each option. Replacing the \Box with \Tic will draw a ticked box for the required option.
- ‘Unused’ Responsibility or Objective slots should probably be deleted. Similarly, additional Responsibility or Objective slots can be created if required.

Other uses of the CSG Performance Appraisal

The initial objective of the CSG Performance Appraisal is to inform CSG members, the CSG and the School about how well people are working. Specific intents are to highlight possible problems and to suggest, encourage and monitor skill development. Broader intents include reviewing the position itself and ( more broadly again ) the services provided by the CSG to the School.

However, the data and conclusions collected as part of the appraisal process may well be useful as part of determinations about any performance-based salary loading that the school may wish to adopt.

Similarly, achievement of appropriate Other Objectives might provide sufficient evidence of new skills and so allow progression to the next major step in the CSG broadband ranges; or other indicators of meritorious performance might lead to a double increment at anniversary time.