



University of
Strathclyde
Glasgow

Accountability & Development Review Policy

Contents

1. Introduction.....	1
2. Who does this Policy apply to?	1
3. What is an ADR?	1
4. Why is an ADR important?.....	2
5. Having an ADR discussion/The ADR process	3
6. What is expected of you?.....	3
7. Further information and support.....	4
8. Policy Review	4

Policy Owner: Human Resources

1. Introduction

At Strathclyde we recognise the critical part that all colleagues play in allowing us to achieve our strategic objectives. We are committed to making sure you are managed, supported and developed effectively to make these achievements possible. We also want to empower you to take ownership of your performance at work and your own personal and professional development through meaningful discussions. Our Accountability and Development Review (ADR) process is the way in which we aim to support you to achieve this.

In this policy you'll find out more about what an ADR is, why it is important, how to get the best from an ADR discussion and much more.

2. Who does this Policy apply to?

This policy applies to all staff within the University.

If you are employed on a very short-term contract (3 months or less) you do not have to complete the ADR process. If you are extended beyond your initial contract, then ADR objectives should be discussed and agreed at the point of the extension.

The ADR process doesn't apply if you are a worker (those who work on an as-and-when basis).

3. What is an ADR?

Your ADR is an annual meeting that allows the opportunity to reflect on your performance and contribution over the last review period. It is also the time to discuss future objectives and learning and development plans.

Although the ADR process opens annually, all colleagues are encouraged to have conversations to share feedback, discuss performance, recognise achievements, and consider future plans on a more regular basis or as and when required.

Your ADR discussion should take place between you (the reviewee) and your line manager (the reviewer). In some larger teams, responsibility for your ADR might be given to an alternative reviewer. But your reviewer should always be a colleague who will be able to have a meaningful conversation with you around your performance and development. If you've any concerns about your reviewer, you should discuss these with your line manager or contact Human Resources.

Your ADR meeting should focus on:

- **A review of your performance over the last review period**, recognising successes and challenges. This will include reflecting on your achievement of the objectives and learning and development activities that you agreed in your ADR the previous year.
- **Planning your objectives and setting target dates for activities** for the upcoming review year. These should take account of the aims of your team, Department/School/Directorate, Faculty and the wider University.
- **Identifying any support or learning and development needs** that will help you to achieve your objectives. These may also be appropriate for your own personal and professional development.
- **Discussing your long-term career goals** and how you can be supported to achieve them.

4. Why is an ADR important?

The main aims of the ADR process bring a range of benefits to you but also to your Department/School/Professional Services area, Faculty and the wider University. These include:

- Allowing an open and honest exchange of feedback to support professional and personal development and can lead to improved performance.
- Recognising achievements and excellence in areas of your work. This helps with motivation and empowerment.
- To better understand the contribution that you make to your team, department or area and to the wider University.
- To allow you to suggest improvements or changes that will benefit the areas that you work in.

- To improve communication of organisational plans, activity and objectives.
- To offer support and encouragement to overcome any difficulties and to help you to meet your full potential.
- To provide management development if this is an aspect of your role.
- To plan learning and development activity for you and across your team, department, Faculty or professional services area.

5. The ADR Discussion

Your ADR will normally take place between May and July each year.

The value in an ADR comes through a focused and meaningful conversation. This takes planning on behalf of the reviewee and the reviewer to get the very best from the discussion.

To prepare for the discussion, you should complete the relevant sections of your ADR Form. You can access this on Pegasus via the Human Resources tab. There are 2 different versions of the form: one is for Academic Professional Staff (Academic, Teaching, Research and KE staff); and the other is for all other staff categories. This form is used to document the ADR discussion and allows you and your reviewer to evidence what has been agreed and acts as a reference for future reviews.

In some cases, such as promotion or regrading cases, your ADR documentation might be requested as part of your submission.

For more guidance and support in completing the paperwork for your ADR and to help understand the process you should refer to [ADR Guidance For Reviewees](#). Our [ADR Guidance For Reviewers](#) has been developed to support colleagues undertaking the ADR reviewer role, but you may also find this helpful when preparing for your own ADR discussion.

6. What is expected of you?

As a reviewee, you are expected to:

- Carry out a self-review of your contribution and work performance in advance of your ADR meeting. Be honest, flag any challenges and think about your objectives and learning needs for the next review period.

- Submit your draft ADR paperwork to your reviewer normally at least one week in advance of the meeting.
- Be prepared to hear feedback and discuss this openly with your reviewer.
- Discuss and agree objectives and future learning priorities and the timescales for these.

If you are a reviewer, you are expected to:

- Work with the reviewee to agree a suitable date and time to have the ADR conversation. Advise on the timescales for draft paperwork completion.
- Be fair and transparent in your review and make sure that your feedback is evidence-based.
- Take account of factors that might have impacted on achievements and contributions such as caring responsibilities, family related leave or ill health.
- Value your reviewees contribution and recognise achievements. If there have been aspects of poor performance, these should have been previously addressed or be in the process of being resolved outside of the ADR process, but may also be discussed during the ADR.
- Discuss and agree objectives and future learning priorities and the timescales for these.

7. Further information and support

If you have any queries about this policy please talk to your line manager or contact [Human Resources](#). Further information and guidance, for both staff and managers, can also be found on our [ADR SharePoint site](#).

8. Policy Review

This policy is reviewed by Human Resources on a regular basis.