



University of  
**Strathclyde**  
**Glasgow**

# Performance, Contribution and Development Policy

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**Policy Owner:** Human Resources

**Last Review Date:**

## 1. Introduction

At Strathclyde, we recognise that our people are key to our success, and we want every employee to feel valued, supported and motivated to achieve their potential. The Performance, Contribution and Development (PCAD) process ensures that all staff have a structured opportunity to reflect on their performance, contribution and achievements, agree achievable objectives, discuss career ambitions and identify development opportunities on an annual basis.

In this policy you will find the purpose of PCAD, the process for preparing for your review meeting and what is expected of you and your line manager.

Please note, if this policy refers to additional guidance, FAQs, online forms, or iTrent guides, these are accessible to university colleagues on our [People Hub](#).

## 2. Who is Covered by this Policy?

This policy applies to all staff in the University.

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

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

## 3. What Is the Purpose of PCAD?

The main aim of the PCAD process is to provide a framework for a meaningful conversation between you and your manager to ensure:

- Your performance is reviewed and your contribution and achievements are recognised
- Expectations are clear - by agreeing achievable objectives
- Your personal development and career goals are supported

- You have the opportunity to develop and enhance your leadership skills and behaviours, where appropriate
- You receive feedback on your performance and feel supported with any challenges you may be facing in your role.

## 4. Setting Objectives

Setting clear, achievable objectives that are aligned to the University's vision is a key part of the PCAD process.

Objectives should:

- Be SMART (Specific, Measurable, Achievable, Relevant and Timebound). See our [Guidance on Setting SMART objectives](#) which includes some example objectives, specific to different job roles.
- Align with the University's Strategic Goals and/or KPIs – at least 1-2 objectives should be associated with a University KPI, of a total 3-6 objectives.
- Include a balance of work objectives (what you will deliver) and development goals (skills or knowledge you need to build on).
- Encourage innovation, collaboration and continuous improvement.
- Be recorded in Employee Self Service and regularly reviewed and updated throughout the year, in collaboration with your line manager, to ensure they remain relevant and to record progress. See [Guidance on creating and updating objectives in Employee Self Service](#) (staff login required).

## 5. Annual Review Meeting

The annual review meeting between you and your manager will normally take place between May and July each year.

In some cases, the responsibility for your PCAD review may be delegated to an alternative reviewer, for example, where someone else supervises your day-to-day activities.

Where responsibility for carrying out the review is delegated, the reviewer must be someone suitably relevant and capable of fulfilling the purpose of the review, e.g. agreeing objectives, providing feedback on performance, and supporting development and career goals. However, it remains the line manager's responsibility to ensure the review is conducted effectively and to sign off on the review process.

## **5.1. Preparing For the Review Meeting**

At the beginning of each review period, your manager will schedule a time for the review meeting. This meeting is the most important part of the process, providing an opportunity for a meaningful discussion. To help you prepare for the meeting and ensure the conversation is focused and constructive, a PCAD form, relevant to your role, will be created for you in Employee Self Service. The available forms are:

- APS, Technical & Operational – grades 3-5
- APS, Technical & Operational – grades 6+
- Operational and Trades lite – for those in Estates who complete the shortened paper version of the form in their area
- Academic Professional roles – Academic, Research, Teaching, Knowledge Exchange

The form is designed around the key areas to be discussed in the review meeting:

- Reviewing Your Performance and Recognising Your Contribution and Achievements
- Setting Expectations
- Supporting Your Development and Career Goals

You should reflect on the previous review year and think about what you would like to achieve during the coming review year (and beyond in some cases).

Recording this on the form, prior to the review meeting, provides a useful tool to help guide the discussion between you and your manager. It also gives your manager the opportunity to add feedback based on your reflections and comments. It's important to remember that until the review meeting has taken place, the form is still in draft format and can be updated after the meeting.

See [Guidance on completing PCAD review form in Employee Self Service](#) (staff login required) for further information and guidance.

## 5.2 The Review Meeting

During the review meeting, you will use your draft PCAD form as a tool to guide the discussion. The discussion should be a two-way, open and honest dialogue in which you and your manager contribute and actively listen. It should be supportive and forward-looking, focussing on 3 key areas:

- **Reviewing Performance and Recognising Contribution and Achievements**

Discuss your performance over the review period, noting key achievements and successes, as well as any areas where objectives were not fully met. It's also important to openly discuss any concerns or challenges encountered, ensuring these are clearly highlighted so that constructive support and solutions can be explored during the meeting.

- **Setting Expectations**

Agree on new objectives for the year ahead (or in some cases over a longer period), ensuring alignment with the Department, Faculty and University goals.

- **Supporting Development and Career Goals**

Explore your career aspirations, identify any skills gaps or development needs and agree on what actions you and your manager will take to support growth and progression.

## 5.3 Completing and Signing Off the Review Form

After the review meeting, you should finalise your PCAD form, considering the discussion with your manager. Once you are happy that your form reflects what was discussed, you should submit it to your manager. It is up to your manager to submit the final version of the form which you will be able to view in Employee Self Service in iTrent.

The hierarchical structure in iTrent allows managers to view performance reviews of all staff within their organisational reporting lines. This visibility ensures appropriate oversight and alignment across teams.

See [Guidance on completing PCAD review form in Employee Self Service](#) (staff login required) for further information and guidance.

## 6. Planning Your Development

### 6.1. Personal Development

Planning your development is an important part of the PCAD process to help you build the skills and knowledge you need to deliver your objectives and succeed in your role. You are encouraged to think about how you feel you learn best and consider different types of development opportunities, such as:

- Workshops
- On the job training
- Coaching
- Mentoring
- Job Shadowing
- Peer Support Networks
- Attending and/or presenting at relevant conferences

It should be agreed during the discussion what actions you and your manager will take to ensure the development activities happen and you should document this on the PCAD form in iTrent. See guidance about [adding a development objective in iTrent](#) (staff login required).

Any requests for development will need to be considered alongside other requests to ensure resources are fairly allocated and business need is prioritised. In some cases, requests may require approval from senior management before they can be supported.

Although the primary focus of your development plan is to support the achievement of your objectives, you should also think about how professional development can help you achieve your career goals. There are some professional frameworks you may find useful to guide you through the self-assessment process and plan your professional development.

## 6.2. Career Development

Career development focuses on your long-term ambitions and career goals. You should discuss this with your manager, explore development opportunities and identify steps that support your progression. You should take the lead in shaping your career development plan with your manager offering support and guidance where appropriate.

## 6.3. Mandatory Training

Mandatory training is another important part of your development. It allows you to build the essential skills and knowledge you need, to ensure compliance with legal and regulatory requirements and help you succeed in your role.

You are responsible for completing all required training and keeping it up to date in line with refresher periods set out in the [Mandatory Training Policy](#). Your manager will help you identify any other training essential to your role and what support you may need to complete it.

## 7. What Do I Need To Do?

### **As an employee, you are expected to:**

- Plan for the annual review meeting by completing the PCAD form in Employee Self Service on iTrent.
- Review current objectives and think about what you would like to achieve in the coming review year, and beyond.
- Identify development needs and highlight any skills, knowledge or experience you want to build.
- For Academic Professional Staff – update your Pure profile and download a copy to include in your PCAD review.
- For Research Staff – refer to the Researcher Development Time Policy and explore opportunities to engage in at least 10 days of professional development per year.
- Think about your career aspirations – this is your opportunity to discuss your short term and longer-term careers goals and agree actions with your manager.

### **As a line manager, you are expected to:**

- Schedule the review meeting in iTrent, in line with the University's PCAD timeline. This can be delegated to Dept Admin – see [Dept Admin guidance](#) (staff login required).
- Prepare for the discussion by reviewing the PCAD form and adding feedback/comments. [See guidance on reviewing and completing form in iTrent](#) (staff login required).
- Have a 1:1 discussion with your team member, giving open and honest feedback.
- If there are any performance concerns, clearly communicate these during the meeting, outlining specific areas for improvement and agreeing on how progress will be monitored. Make sure to establish a timeline for follow-up discussions to review progress and provide ongoing support where needed. See our People Hub guidance on [Managing Unsatisfactory Performance](#).
- Agree objectives with the team member, being clear about expectations and how they contribute to the success of the wider team and University objectives.
- Support development and growth by identifying relevant learning opportunities and agreeing actions.
- Consider requests for development in a fair and consistent way, considering resources, business need and priorities across your department. In some cases, you will need to seek senior management approval within your area before agreeing to a request.
- For managers of Researchers – support the colleague to explore opportunities and achieve a minimum of 10 days development time, as set out in the [Researcher Development Time Policy](#).
- Ensure the PCAD form is submitted within the University deadline and agree how and when you will follow up on the progress of objectives.

## 8. Further Information and Support

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

## 9. Policy Review

This policy is reviewed by Human Resources on a regular basis. To see when the next review is due, please see our [Policy Review Schedule](#) (staff login required) on our People Hub.