

Committee	HR&R		
Date paper prepared	07/06/2022	Date of committee meeting	15/06/2022
Subject	HR Policies and Procedures – Objective Setting and Review		
Author	Judith Fenton, HR&OD Lead		
Action requested	For approval		
Purpose of the paper	To share the policy for approval		
Brief summary of the paper	The paper shares our drafted Objective Setting and Review Policy and Procedure. The document has been developed in partnership with SMT, union colleagues, and key staff. It is designed to complement the PRD processes and allow for a mechanism to monitor staff achievement and success, and set goals that link with strategic / operational / team plans		
Consultation	SMG and LNCC		
Resource implications	None identified		
Risk implications	None		

<p>Link with strategy</p>	<p>L N/A</p>
<p><u>Equality, Diversity and Inclusion</u></p>	<p>Summarise how any actual or potential (positive or negative) equality, diversity, and inclusion implications have been considered in the development of the paper. Please refer to the Equality, Diversity and Inclusiveness Policy for more information.</p>
<p>Island Community Impact</p>	<p>Summarise how any actual or potential (positive or negative) impacts on island communities have been considered in the development of the paper.</p>
<p>Paper status</p>	<p><input checked="" type="checkbox"/> Open – The paper may be circulated to non-members of the committee and published online without restriction.</p> <p><input type="checkbox"/> Restricted – The paper must not be circulated to non-members or published online until after the committee meeting.</p> <p><input type="checkbox"/> Confidential - The paper must not be circulated beyond the committee members and should not be published online. [Please note papers may still be subject to Freedom of Information requests – see below].</p>
<p><u>Freedom of information</u></p>	<p>Open</p> <p>If closed/ withheld, select date this will become 'open': Enter a date.</p>

Objective Setting and Review Policy and Procedure

1. Purpose

- 1.1 The purpose of this document is to set out Shetland UHI's position on objective setting and review and provide guidance as to how objectives are set, reviewed, assessed and developed.
- 1.2 This policy and procedure complements our approach to Professional Learning and Development which is covered by our Professional Review and Development Policy and Procedure.

2. Scope

- 2.1 This policy applies to all Shetland UHI staff who have completed their probationary period. Staff who are on probation are covered by the Shetland UHI's Probationary Policy and Procedure.
- 2.2 This policy does not apply to casual staff, contractors, or self-employed persons.
- 2.3 This policy focuses on objective setting, reviewing, and completing.
- 2.4 This policy is not designed to address significant or persistent concerns on conduct or capability that may be more successfully resolved via a capability or disciplinary process.

3. The Rationale for Objective Setting

What is objective setting?

- 3.1 Shetland UHI sets objectives for the organisation through both informal and more structured processes.
- 3.2 Shetland UHI's Objective Setting and Review Policy and Procedure is a structured annual process which provides the opportunity for all staff and their respective line manager to reflect on the last year and to agree objectives and action plans for the forthcoming year.
- 3.3 It involves making sure that the work and performance of our staff contributes to our individual and departmental goals, and supports Shetland UHI to deliver on its strategic goals, realising its vision, mission and values. The aim is to continuously develop the success of individuals and so too, further the success of Shetland UHI.
- 3.4 All staff have a central role to play in objective setting. Staff and teams need to:
 - know and understand what is expected of them
 - have the skills and ability to deliver on the expectations set
 - be supported by Shetland UHI in developing the capacity and competency to meet these expectations
 - be given supportive and constructive feedback on their success
 - take responsibility for their own performance, behaviours and contributions to individual and team objectives.

3.4 Shetland UHI's objectives will be regularly revisited and reviewed, they set the basis of how we will achieve our vision. These are underpinned by our core values. The values determine how things are done within Shetland UHI, how we treat our customers, how we work with our external partners, and how as individuals we work to achieve our shared objectives as defined by our vision and values:

Shetland UHI's Vision:

Shetland UHI will be an inspirational hub of innovation and learning designed to meet the needs of the people of Shetland, nationally and internationally.

We will achieve our Vision through realising our Values of:

- ***Working together*** - *Fostering activity and interaction across the organisation and between staff and students.*
- ***Working for Shetland*** - *Addressing skills needs, supporting innovation and applied research for the Shetland economy as the university for Shetland, with the University for the Highlands and Islands (UHI).*
- ***Working sustainably*** - *Embedding sustainability in the curriculum and in our practice.*
- ***Working to become resilient*** - *Encouraging staff and student development and aspiration, exploring and achieving new income streams.*
- ***Working with partners*** - *Developing relationships with employers, schools, communities, SIC and relevant national and international institutions.*

3.5 Objective setting can provide the following benefits (which are in no particular order)

For staff:

- Provides clarity and understanding of how everyone contributes to the vision and direction of their department and Shetland UHI
- Improves communication and working relationships between managers and staff. Managers can facilitate and empower rather than control and restrict their staff, showing appreciation, respect and commitment to developing and rewarding capabilities
- Increases job satisfaction by clarifying roles, goals and acknowledging achievements
- Can identify opportunities for learning and development that can be followed up via our Professional Review and Development framework.

For our learners and stakeholders:

- Provides a system which allows us to continually improve our service
- Provides a positive environment and service which meets their needs
- Makes us accountable for the service that we provides
- Provides a basis for effective communication.

For Shetland UHI:

- Identifies our priorities and ensures everyone is working together and focusing on achieving them
- Develops an understanding of the development needs of staff
- Ensures work is achieved on time to agreed standards and with the resources and skills needed

- Provides evidence of continuous improvement
- Improves decision making
- Encourages behaviour which is consistent with our values leading to trust and integrity
- Improves morale.

4. Procedure

The Objective Setting Meeting

- 4.1 The Objective Setting Meeting will take place once a year between an employee and their line manager. The purpose of this meeting is to review, discuss and assess an employee's delivery on previous objectives, and set objectives for the coming year. A template for completion is available in Appendix 1.
- 4.2 Objective Setting Meetings should generally take place towards the end of an academic year, so that objectives that are set align with our strategic goals and operational plans effectively.
- 4.3 As part of the meeting, the employee and their line manager should review and check the employee's job description to ensure it is still fit for purpose. It should be noted that job descriptions give a broad indication of the variety of tasks the post holder may be asked to undertake and are not an exhaustive list of activities. Staff may be asked to carry out other duties commensurate with the level of the post. The job description may also be amended to take account of changed circumstances, and staff will be consulted when this is necessary.
- 4.4 In addition to the annual objective setting and review meetings, line managers may wish to undertake a mid-point check-in with employees to ensure that the objectives set are still appropriate and reasonable.
- 4.5 The Objective Setting Notes must be signed off by both the employee and the line manager, and uploaded securely on to Breathe HR.

Concerns around Capacity or Capability

- 4.6 Shetland UHI recognises that achievement can be impacted by a variety of factors and is committed to maintaining a positive culture where all employees reach their potential and are afforded opportunities and support to do so successfully.
- 4.7 Our capacity to achieve can be negatively impacted by various factors. In situations where objectives are not being achieved, the employee and line manager should meet to review the objectives set to ensure they are reasonable and achievable.
- 4.8 Health and Wellbeing can also impact our performance. Matters relating to concerns over an employee's health and wellbeing should be raised with HR in the first instance.
- 4.9 Where there are significant concerns that an employee is not achieving reasonable objectives relating to their job description and our strategy, and a revisiting of objectives has not been successful, it may be appropriate to consider whether a capability process may be more helpful.

4.10 Where there are significant concerns that an employee is not achieving reasonable objectives relating to their job description and our strategy, and they do not relate to capability, but may relate to conduct, these may be addressed via our disciplinary policy and procedure.

5. Responsibilities

5.1 The Human Resources and Remuneration (HR&R) Subcommittee of the Board

The HR&R Subcommittee is responsible for approving this policy

5.2 The Senior Management Group (SMG):

The SMG will support line managers in an advisory capacity in the application of the policy to ensure that it is fairly and consistently applied. HR advice is also available to provide coaching and support to ensure managers (or those appointed by managers) have the knowledge and skills to effectively set appropriate and reasonable objectives with their staff. and similarly can provide procedural advice, support and guidance to staff. The Senior Management Group will have responsibility for monitoring the process.

5.3 Managers:

Managers will support a high-performance culture by taking proactive steps to communicate realistic and achievable expectations and standards, and will provide constructive and supportive feedback on progress. This includes one-to-one or team meetings. Managers (or those appointed by managers) are accountable for the effective application of the Policy. They are expected to approach discussions around concerns sensitively and confidentially and will consider any other factors which may be affecting employee success and consider any requirements for reasonable adjustments or support to be provided. They may seek advice from HR at any stage but must seek advice before progressing to the formal stages.

5.4 Staff:

Staff are expected to perform their duties to the best of their ability. Staff will engage with and contribute to objective setting processes to ensure that expectations are clear between both managers and staff.

Staff should raise any concerns about matters which may impact on their capacity to achieve with their managers (or those appointed by managers) as early as possible to ensure that support mechanisms or adjustments can be considered at the earliest opportunity. This may include raising a lack of clarity over expectations/objectives or notifying a manager of an underlying medical condition which is affecting (or may affect) performance.

5.5 Where there are concerns around achieving objectives, staff are expected to take part in constructive discussions on this and work towards any identified improvements by complying with agreed actions. This may take the form of a Performance Action Plan as per our Capability Policy and Procedure.

6. Linked Policies

- Professional Review and Development Policy and Procedure
- Capability Policy and Procedure

- Disciplinary Policy and Procedure
- Equality, Diversity and Inclusion Policy
- Dignity at Work Policy and Procedure

Appendix One: Objective Setting and Review Form

Employee Name	
Line Manager	
Date of Meeting	
Date of Interim Review (if scheduled)	

Previous Objectives:

Description	Deadline	Successes	Challenges	Amendments	Completed
<i>(Maximum of 6)</i>					

Objectives for the Coming Year:

Description	Deadline	Successes	Challenges	Amendments	Completed
<i>(Maximum of 6)</i>					

Other aspects discussed:

Concerns, queries, training needs or development needs in relation to achieving objectives that can link to PRD?

Employee Signature: _____

Line Manager Signature: _____

Date: _____