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| --- | --- | --- | --- |
| Name:  |  | Department/division: |  |
| Academic year:  |  | Role: |  |
| Line manager name: |  | Date of Objective setting: |  |
| Date of half year review: |  | Date of end of year review: |  |

Your CDR form is here to support you through the CDR process each year. The key actions for you during the year are:

1. August/September draft your objectives for the coming year
2. Share them with your line manager and discuss and finalise them at a one-to-one in late August or early September.
3. Check in on progress against your objectives with your manager regularly across the year.
4. At around the half-year mark in February, discuss your objectives and your progress with your line manager and see if any of your objectives need adjusting.
5. In June/July prepare your final form for your end of year review meeting and upload it as a record before the 31st July.

As part of your CDR you should also focus on how you implement LSE’s [Effective Behaviours framework](https://info.lse.ac.uk/staff/divisions/Human-Resources/Assets/Documents/Effective-Behaviours-Framework-FWOW-revised-July-2021.pdf) in your role.

**Section 1: objectives and standards**

What are your key performance standards / objectives and activities for the coming year? These should be described as SMART objectives, meaning that these should always be specific, measurable statements of what is required within clear time frames.

The acronym SMART is a useful guide for writing objectives/performance standards:

**S**–Specific – what is it you are trying to achieve? **M**–Measurable – how will you know you have achieved it? **A**–Achievable – what support or resources will you need to achieve it in time? **R**–Relevant – how does it link to your role, the team’s mission and the school strategy? **T**–Time bound – when will you achieve this by?

The total number of targets should be manageable and consider workloads, no more than 5 is a good guide. They should clearly relate to LSE 2030 (the School’s strategy) and the business plan of the Division/Department/Centre. Those in managerial roles should include targets about that part of their role (i.e., being a people manager). The staff member should complete the blue sections and the manager the green sections. For guidance in completing each section, please refer to the short videos linked in this form, such as this one on the [whole CDR cycle](https://youtu.be/RILPaTW2ZVk).

**Objectives/standards** [**Objectives setting meeting example video**](https://www.youtube.com/watch?v=OEDYC0iCyAQ)[**Setting SMART objectives video**](https://www.youtube.com/watch?v=ldr0dCVbVb0)

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| **Description of SMART objectives/standards**  | **Actions planned to achieve each objective/standard**  |
| **Objective 1** |  |  |
| **Objective 2** |  |  |
| **Objective 3** |  |  |
| **Objective 4** |  |  |
| **Objective 5** |  |  |
| **Half year review: progress against objectives (what have you achieved and how? What is still to be achieved?)** |
| **Objective 1** |  |
| **Objective 2** |  |
| **Objective 3** |  |
| **Objective 4** |  |
| **Objective 5** |  |
| **Manager half year comments** [**half year review meeting example video**](https://www.youtube.com/watch?v=pZjp5wvzo0Q) |
|  |
| **End of year review progress against objectives**  |
| **Objective 1** |  |
| **Objective 2** |  |
| **Objective 3** |  |
| **Objective 4** |  |
| **Objective 5** |  |

**Section 2: Personal and professional development**

**What personal and professional development and / or other support (if any) is required to help achieve these performance standards / objectives and support your personal and career development? (Add as many as you need)** [**This video**](https://youtu.be/pfkLehKbpUo) **gives examples of things to think about when having development discussions.**

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| **Learning and development priorities** | **Planned development actions and timeframe**  |
| **Priority 1** |  |  |
| **Priority 2** |  |  |
| **Priority 3** |  |  |
| **Priority 4** |  |  |
| **Priority 5** |  |  |
| **Progress at mid-year** |
| **Priority 1** |  |
| **Priority 2** |  |
| **Priority 3** |  |
| **Priority 4** |  |
| **Priority 5** |  |
| **Progress at end of year review**  |
| **Priority 1** |  |
| **Priority 2** |  |
| **Priority 3** |  |
| **Priority 4** |  |
| **Priority 5** |  |

**Section 3: End of year review and comments**

The progress review should focus on the individual’s wellbeing as well as their progress in agreed areas, this should include comments on demonstration of Effective Behaviours and any additional achievements. Guidance and useful resources can be found in the [CDR Toolkit](https://info.lse.ac.uk/staff/divisions/Human-Resources/Organisational-learning/CDR-Toolkit/CDR-Toolkit#_blank) and on the [Staff Resources webpage](https://login.microsoftonline.com/5567eafd-e777-42a5-91bb-9440fd43b893/wsfed?wtrealm=https%3a%2f%2fcms-ilse.cloud.contensis.com%2fauthenticate%2f&wctx=WsFedOwinState%3dPOec46dRq7860ulIfno9zxXx_Qf9UWO85MaFRiwInwvzYZ-oomc98AtRspvsHM-mJzX_qHs_eNNKUrIncYAqKDS_iWsD8y6kTHOTNVpFeYslgxtCakTOu1vZ-CTbxMawayHIZSEwAyLELfC-r0bW-q3Xryx9-9NWfebwa4uS7TSjU-lkx7wj-1z-X44KD4CxMIJIxfb3ut1LgCNjSgBA6g6dcjU&wa=wsignin1.0#_blank) and [Staff Wellbeing pages](https://info.lse.ac.uk/staff/divisions/Human-Resources/Wellbeing-Pages-2020/Staff-Wellbeing#_blank).  [End of year review meeting example video](https://www.youtube.com/watch?v=Ob_l1xcbrl8)

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| **Staff member’s overall comments** |
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| **Line manager’s overall comments**  |
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| **Surname** |  | **First name** |  | **End of year completion date** | Click here to enter a date. |

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| **Surname** |  | **First name** |  | **End of year completion date** | Click here to enter a date. |

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