Check out these purple information boxes throughout the next pages of this example form to get guidance on what to do for

Career Development Review (Professional Services Staff)

	b 800		
each	ce on what to do for	Department/division:	
	each step.	Role:	
		Date of Objective setting:	
	Date of half year rev	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 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.

This box is where you give the overview, answering the why? How? And by when? Of the SMART model

Career Development Review (Professional Services Staff)

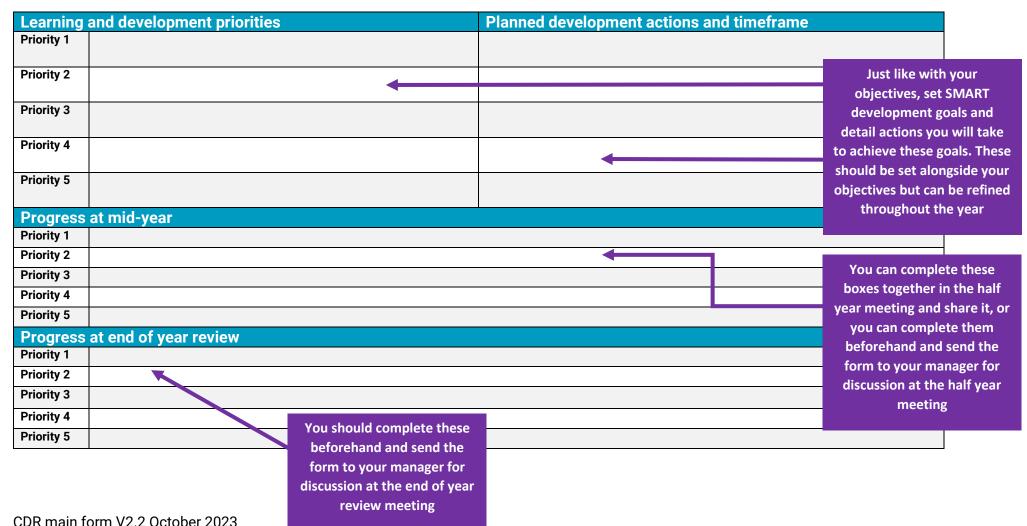
This box is where you detail the actions that you need to do to achieve the objective

Objectives/standards Objectives setting meeting example video Setting SMART objectives video

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	on of SMART objectives/standards	Actions planned	d to achieve each objective/standard	
Descrive 1 Ensure that all requests for information from academic departments are addressed within three working days by July 2024 through developing, co-producing and embedding a new process and providing training for the team in the new process and customer service.		 Set up working group of key stakeholders to support coproduction by beginning February. Design and test processes and iterate for feedback Develop training support package for staff Deliver training package to staff and get feedback Ensure all feel prepared to go live with new process by mid-June 		
Objective 2		Julic	You can complete the	hese
Objective 3			boxes together in the	
Objective 4			year meeting and shar	
Objective 5			you can complete the	
Half year	review: progress against objectives (what have you achieved	and how? What is		
Objective 1	———		form to your manage	
Objective 2			discussion at the half	
Objective 3			meeting	,
Objective 4	+			
Objective 5				
Manager	half year comments half year review meeting example video			
		You can complete the together in the half	lf year	
	ar review progress against objectives		meeting and share it,	
Objective 1			manager can send it	
Objective 2 Objective 3 Objective 4	You should comp	send the	after the meeting wit comments	ith thei
Objective 5	form to your made discussion at the review med	end of year		

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 gives examples of things to think about when having development discussions.



Career Development Review (Professional Services Staff)

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 and on the Staff Resources webpage and Staff Wellbeing pages. End of year review meeting example video

