

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

## Career Development Review (Professional Services Staff)

		Department/division:	
		Role:	
		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 31<sup>st</sup> 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

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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](#)

Description of SMART objectives/standards		Actions planned to achieve each objective/standard
Objective 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.	<ul style="list-style-type: none"> <li>- Set up working group of key stakeholders to support coproduction by beginning February.</li> <li>- Design and test processes and iterate for feedback</li> <li>- Develop training support package for staff</li> <li>- Deliver training package to staff and get feedback</li> <li>- Ensure all feel prepared to go live with new process by mid-June</li> </ul>
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 <a href="#">half year review meeting example video</a>		
End of year review progress against objectives		
Objective 1		
Objective 2		
Objective 3		
Objective 4		
Objective 5		

You can complete these boxes together in the half year meeting and share it, or you can complete them beforehand and send the form to your manager for discussion at the half year meeting

You can complete this box together in the half year meeting and share it, or your manager can send it to you after the meeting with their comments

You should complete these beforehand and send the form to your manager for discussion at the end of year review meeting

**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.

Learning and development priorities		Planned development actions and timeframe
Priority 1		
Priority 2		
Priority 3		
Priority 4		
Priority 5		
<b>Progress at mid-year</b>		
Priority 1		
Priority 2		
Priority 3		
Priority 4		
Priority 5		
<b>Progress at end of year review</b>		
Priority 1		
Priority 2		
Priority 3		
Priority 4		
Priority 5		

Just like with your objectives, set SMART development goals and detail actions you will take to achieve these goals. These should be set alongside your objectives but can be refined throughout the year

You can complete these boxes together in the half year meeting and share it, or you can complete them beforehand and send the form to your manager for discussion at the half year meeting

You should complete these beforehand and send the form to your manager for discussion at the end of year review meeting

### 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](#)

<b>Staff member's overall comments</b>	
<b>Line manager's overall comments</b>	

You can complete these boxes together in the end of year meeting and share it, or you can in turn type up your comments and share the document. The final version you have both agreed on and signed, should be the one uploaded to the HR system.

<b>Surname</b>	<input type="text"/>	<b>First name</b>	<input type="text"/>	<b>End of year completion date</b>	<input type="text" value="Click here to enter a date."/>
<b>Surname</b>	<input type="text"/>	<b>First name</b>	<input type="text"/>	<b>End of year completion date</b>	<input type="text" value="Click here to enter a date."/>