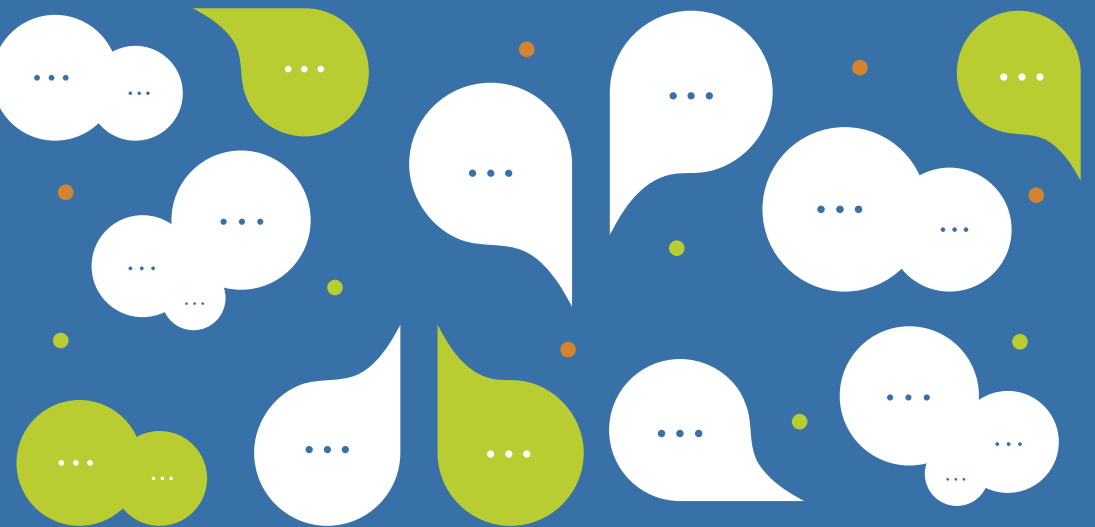


Imperial College
London

Annual Review Conversations

Guidance for Staff



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Introduction to ARC

The Annual Review Conversation (ARC) is an opportunity for you to have a discussion with your line manager, focused on the key topics that will help you to thrive at work. Building on regular one-to-ones, the conversation is designed to be meaningful and constructive, recognising ongoing contribution, and planning for the future.



The purpose

The purpose of the Annual Review Conversation is to contribute to a positive working environment by discussing the topics important to people to enable them to work at their best.

Support and Resources

To support staff and managers throughout this process, we have created an 'ARC Toolkit' that features a suite of tools, guidance, training, and resources to support you in getting the most out of your Annual Review Conversation. The toolkit has been set up to provide an overview of the ARC process as well as additional support depending on your needs and interests.

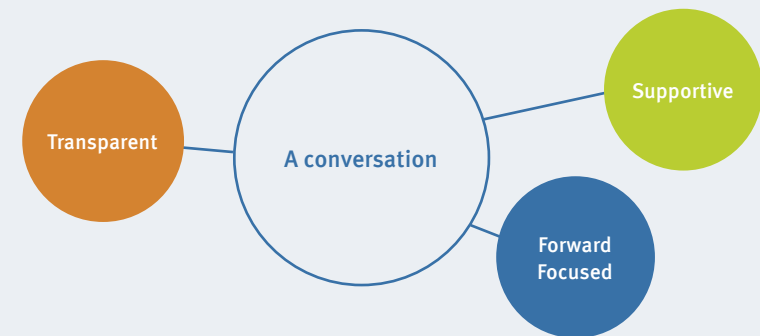
Expectations and Benefits

All staff should have an Annual Review Conversation so that they can gain clarity on what is expected of them and to discuss their individual needs with their manager. By engaging with this process, you will:

- Be able to **celebrate** your contribution and impact at Imperial, both within your role and beyond it.
- **Gain better understanding** of how your work relates to and contributes the goals of your team and Department.
- Dedicate time to have an honest discussion about what **support you need**, in particular around workplace wellbeing and career support.
- Work with your manager to create a more positive, engaging, and **motivating work environment**.

Core Principles of ARC

The most important aspect of the Annual Review Conversation is the **conversation**. This should be honest, open, and constructive between both parties. To make the process effective and meaningful, it is centred around three core principles:



Forward focused: the focus of the conversation is on you and your year ahead. You will review the previous year and reflect on what you have learnt. This is to provide context for what is needed for the year ahead rather than to be solely evaluative.

Supportive: this is your conversation and so it should be about what you need to work at your best within your role. Your line manager is there

to support you, but you should be empowered to drive the process.

Transparent: there should be no surprises in an Annual Review Conversation. Any issues or problems should have been raised for the first time in a timely manner outside of an ARC. You and your line manager will agree on what sub-topics you will focus on before the meeting so you can both reflect and prepare.

What ARC is and is not

What ARC is	What ARC is not
A meaningful conversation about an individual's contribution in the past year and for the year ahead.	A 'form-filling' or 'tick-box' exercise
A discussion that builds on regular one-to-ones	A one-off conversation
An opportunity to reflect on learning from the previous year	A place to raise new issues that are better discussed in a timely manner and in ongoing one-to-ones.
A constructive and developmental experience	An exclusively one-way conversation where your manager judges your work.
Dedicated time to discuss planning for objectives, career support, and support needs	Primarily focused on looking back on what you haven't achieved
A discussion about how to build and continue a good working relationship with your manager and other colleagues	The only time you get to discuss your concerns with your manager

Process

Departments will select one of two ARC periods throughout the year: February-April or July-September. Your department will let you know when your ARC period is. It is expected that the ARC is conducted within the allocated three-month period.

ARC focuses on the below five topics and the Agenda Setting and Reflections Survey allows you to select the sub-topics within these that are important to you:

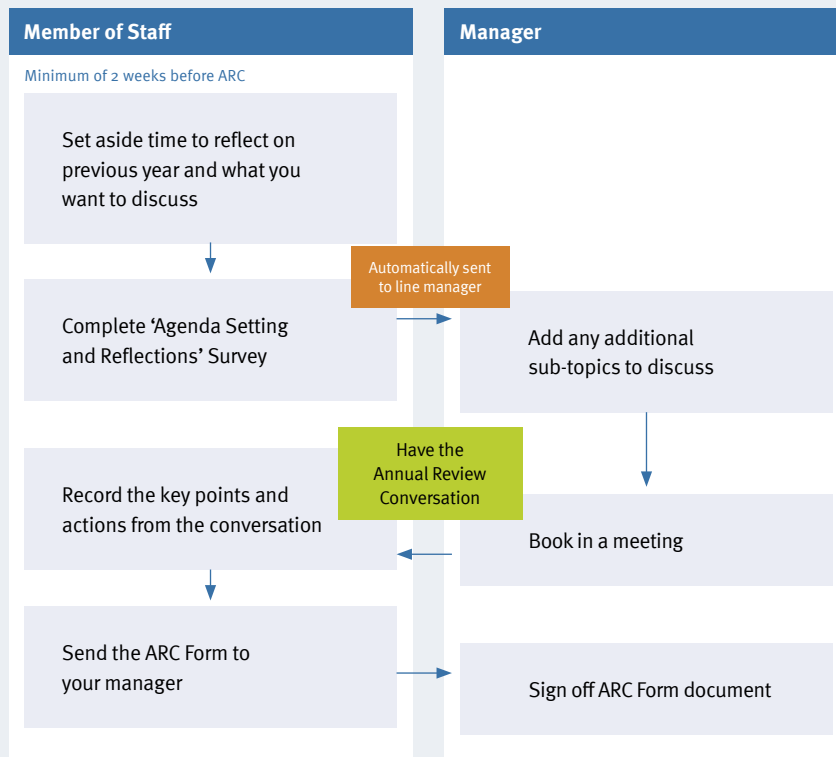
- **Review:** Individual contribution and impact
- **Reflect:** Reflections and learning from the previous year
- **Working well:** Wellbeing, workload, and support needs
- **Career:** Career support and development needs
- **Plan:** Objective setting, expectations, and work planning

In addition to the core items (e.g., a discussion of the previous year's objectives, and objective setting for the year ahead), individuals can select what sub-topics from each of the above they would like to focus on using the Agenda Setting and Reflections Survey. Your responses will then be shared with your line manager.

For more details and a step-by-step guide, see the checklist for individuals and managers.



Annual Review Conversation Individual and Manager Process



How to get the most out of ARC

To make the most of your Annual Review Conversation, we encourage you to prepare for the conversation by firstly, exploring the [ARC toolkit](#) and the support available.

Take the time to reflect

It is important that you get what you need out of your Annual Review Conversation. Taking some time to reflect beforehand will help you to fully celebrate all that you have achieved as well as identify areas to discuss and the support and development that will help you. Consider what you want to discuss about each of the sub-topics you have selected

Attend relevant training sessions

We have put together the training and development sessions most relevant to

ARC on the ARC toolkit pages. Consider what you need and want to get out of your Annual Review Conversations and then select the most useful training sessions and resources.

Visit the Career Moves website

[The Career Moves webpages](#) can be helpful when working out your career aspirations and plans. This can then help inform your conversations around your career with your line manager. In particular, the 'Quickstart' resources can all be done in around 15 minutes.

www.imperial.ac.uk/staff-development/managing-your-development/career-development-support/careersimperial/career-moves-online-toolkit-/

Individual's checklist

The 'ARC toolkit' is designed to support you to have an effective Annual Review Conversation so that you can work at your best all year round. Use the below resources and tools in the way that makes sense for you and your role. The steps in the blue rows are optional. A separate checklist for line managers can be found on the ARC webpages.

Before

Process	Completed
Once your department lets you know that your ARC period has begun, dedicate some time to reflect on how your year has gone, what you have learnt, and what you would like to get out of your Annual Review Conversation.	
<p>Complete the <u>'Agenda Setting and Reflections Survey'</u></p> <p>This should take 30 minutes and needs to be done around 3 weeks before you are due to have your Annual Review Conversation.</p> <p>The survey has three sections:</p> <ol style="list-style-type: none"> 1. Your preferences for how you would like the conversation to be carried out 2. Your reflections on the past year, what you have learned and what you are looking forward to 3. Setting the agenda for your ARC by selecting your sub-topics <p>Your manager/ARC reviewer may add some additional sub-topics to discuss, this will be shared with you ahead of the ARC meeting</p>	
<p>Refresh your knowledge of the <u>Imperial Values and Behaviours</u></p> <p>You will be asked about how you have demonstrated the Imperial Values and Behaviours in the past year</p>	
<p>*Request your manager gather feedback You can use the ARC feedback tool to gather constructive, anonymised feedback from the people you work with</p>	
<p>*Book a micro-coaching session Go to the POD website to book in a session with a coach https://www.imperial.ac.uk/staff-development/people-and-organisational-development/coaching-and-mentoring/micro-development/</p>	

During

Process	Completed
Have an effective conversation around the sub-topics you identified as important to you in your Agenda Setting and Reflections Survey	
<p>Make notes in the Key Points and Actions Form</p> <p>Include as much or as little detail as will be useful to you over the next year. All actions should be clear on who is responsible and when they will be reviewed</p>	

After

Process	Completed
Finish recording any notes you have made in the 'Key Points and Actions Form'	
Send your 'Key Points and Actions Form' to your manager/ARC reviewer for their sign off	
Confirm and agree actions and associated timelines	
<p>Follow-up on the actions assigned to you</p> <p>Set aside time in your diary to carry out your actions so that you can remain accountable to them.</p>	
<p>Continue the conversation throughout the year as part of one-to-ones</p> <p>You should be having regular one-to-one conversations with your manager, as is appropriate for you and your role</p>	
<p>Review documentation as agreed throughout the year.</p> <p>As a minimum, you should have a review of your ARC key points and actions in six months</p>	



Help and Support

There is help and support available so you can make the most of your Annual Review Conversation

General queries:

annualreviewconversation@imperial.ac.uk

ARC toolkit:

<https://www.imperial.ac.uk/staff/arc/arc-toolkit/>

We have micro-development for staff and managers, which are short meetings you can book with a member of the People and Organisational Development and wider HR teams to discuss elements of your development or to identify support. This now includes support around the ARC process. Full details can be found by following the links below.

Micro-development sessions

<https://www.imperial.ac.uk/staff-development/people-and-organisational-development/coaching-and-mentoring/micro-development/>

