

IMPERIAL

Briefing Session

Annual Review Conversations



What we will discuss

1. Introduction to ARC; background, philosophy and approach
2. The ARC Process, including forms, and new developments
3. Support and resources
4. Actions you need to take



Update from previous ARC seasons

- Many colleagues are positive about ARC:
 - *"It's great to build your ARC together with your manager"*
 - *"I found running ARCs much better than PRDPs. There was much more emphasis on the employee bringing their ideas to the table and holding themselves accountable for their development"*
- Comments about complex processes:
 - *"Please simplify the ARC process"*



Conclusions from recent ARC evaluation

Positive themes:

1. Clear & concise ARC briefing sessions proved to be valuable
2. The support & resources were appreciated
3. Triage from emails to inbox- added value to the process
4. Uptake of Completion Form- over 90% higher completion than on ICIS.

Areas for development:

1. Recognition of the importance of relationship between line manager & staff member, and how ARC can support this
2. Regular comments about the "paperwork"- requests to go to more digital and automated formats
3. Managers keen to receive accurate and current data on completion rates



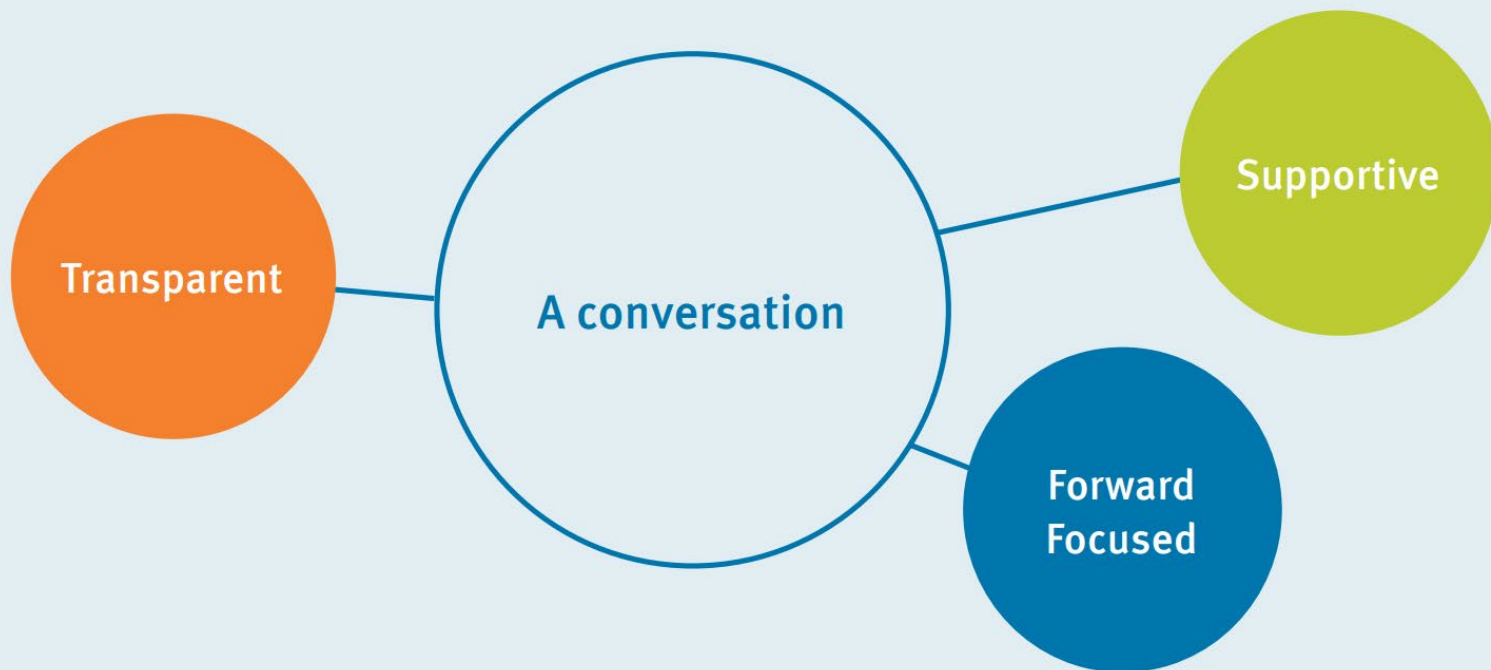
1. What is ARC?

The Annual Review Conversation (ARC) is your opportunity to have a discussion with your line manager focused on the key topics & actions that will help you to perform well and thrive at work.

ARC has been in place since 2023. It is a flexible process which is jointly “owned” by individuals and managers



Principles of ARC



ARC Operating principles



The focus is on the individual



The process is flexible & adapts to the preferences and needs of the individual



The agenda is completed by the individual & is then sent to the line manager for any additions and to prepare for the discussion



The ARC Time frame has two windows or seasons (February-April or July-September)



The ARC journey – discussion points



Key point: the Preparation Form is flexible - you can tailor it to reflect the themes which are important to you.



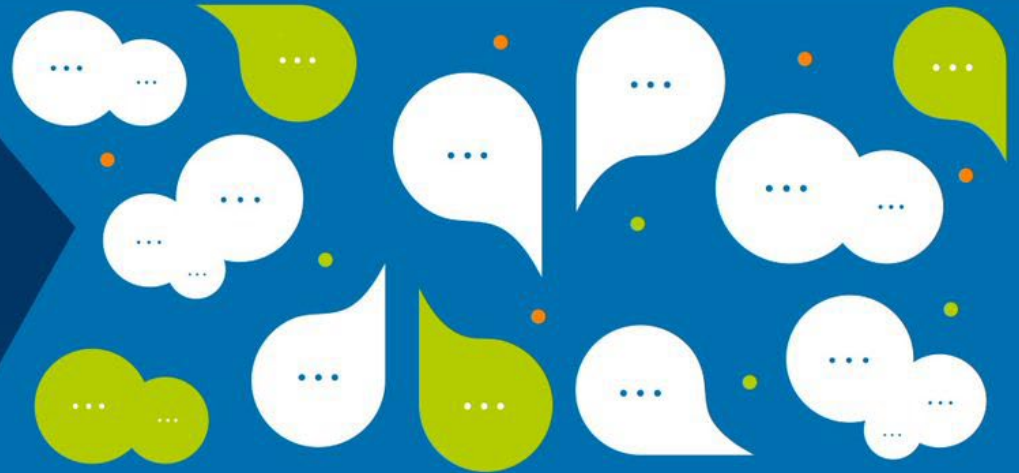
ARC discussion points in more detail

	Review & Reflect	Working Well	Career	Plan
The topics have been reduced to four key discussion areas.	<ul style="list-style-type: none">• Contributions outside of your role• External visibility• Achievements & strengths• Appreciation & feedback• Working relationship with your manager• Working relationships with other colleagues	<ul style="list-style-type: none">• Accessibility & support needs• Health & wellbeing• Job satisfaction• Motivation• Working patterns• Workload	<ul style="list-style-type: none">• Defining aspirations• Development needs• Considering next steps• Retirement• Additional leave	<ul style="list-style-type: none">• Team objectives• Individual role & development objectives• Aligning to departmental strategy• Work-balance• Purpose of the role• Management for success



2. ARC process and what you need to do

Annual Review Conversations



At a glance:

There are four key steps:

1. The individual starts the ARC process by completing the **ARC Preparation Form** - remember, this is flexible, and you emphasise the parts which are important to you. The Preparation Form is automatically sent to the manager.
2. The manager prepares to **share observations and feedback** on the individual's **performance and personal impact** during the past year.
3. After the ARC conversation has taken place, the individual fills out the **ARC Outcome Form**, shares it with their manager, and they agree and finalise the Form between them.
4. The line manager submits a **Completion Form** for their reports. The Completion Form has been updated so that multiple entries can be added, and a “proxy” can fill out the form on behalf of a line manager.



```

graph TD
    Reflect[Reflect] --> Prepare[Prepare]
    Prepare --> Meet[Meet]
    Meet --> Record[Record]
    Record --> Signoff[Sign off]
  
```

Reflect

- What do you want to discuss

Prepare

- Manager schedules the date for the ARC
- Individual sets the agenda in the *ARC Preparation Form*

Meet

- Have the ARC with your manager. Your manager shares their observations and feedback with you.

Record

- Key objectives, actions & timelines

Sign off

- Agree, and sign off the *ARC Outcome Form*

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

ARC Preparation Form

Your ARC should focus on what is important to you. Writing each answer takes many minutes; discuss your points, then, discuss them with your team. This form is an opportunity to set the agenda for your meeting and highlight specific topics you want to discuss. Your meeting should be focused on the issues that you have identified. Do not discuss in addition to your responses to the survey. They should give you at least one week's work to write this before your Annual Review Conversation.

You will also have the opportunity to select how your ARC will take place, which your manager should review and accommodate as much as possible.

This form should take around 15-20 minutes to complete. You will be copied in to the automated message to your manager. As long as you are logged in to your Imperial Office 365 account, you should be able to save your responses and come back at any time before submitting.

For information about the data process of this form, please see the FAQs page where you will find the privacy notice, <https://www.imperial.ac.uk/arc/arc-form/your-form/submit-and-save-answers>

If you have any questions about the form and how the data will be stored, please email imperial@imperial.ac.uk

[illegible]

ARC Home Page- part 1



The Annual Review Conversation (ARC) is an opportunity for staff to have a discussion with their line manager, focusing on everything they need to thrive at work. Building on regular one-to-ones, the conversation is designed to be meaningful and constructive, recognising ongoing contributions and planning for the future based on individual and departmental needs and aspirations.

The **conversation** is at the centre of the ARC. The process has been set up to ensure that conversation is as effective and efficient as possible rather than get in the way of it. So, you may need to adapt the process to meet your needs.

ARC - Individual and
Manager Process
[PDF]



For general enquiries,
please email us.



← Staff

[ARC Focus Groups](#)

[ARC Toolkit](#)

[ARC Briefing Sessions](#)

[ARC - Video examples](#)

[Frequently Asked Questions](#)

[ARC Guidance for Clinical
Academics](#)

[The Change from PRDP](#)

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



ARC Home Page- part 2



ARC Preparation Form

Start the process by completing the ARC Preparation Form. This form will help you set the agenda for your meeting by choosing the topics you want to discuss. Once you submit the form, it will be automatically emailed to you and your manager.

→ **Access ARC Preparation Form**



ARC Outcome Form

Fill out the ARC Outcome Form with all the actions from the conversation, and share this with your manager:

- [ARC Outcome Form for non-Clinical Staff](#)
- [ARC Outcome Form for Clinical Academic Staff](#)



ARC Completion Form

This form is for line managers to record and confirm that the ARC meeting has taken place.

→ **Access ARC Completion Form**

You may wish to download this Word version of the [ARC Preparation Form - Questions List](#) to assist you with step 1.

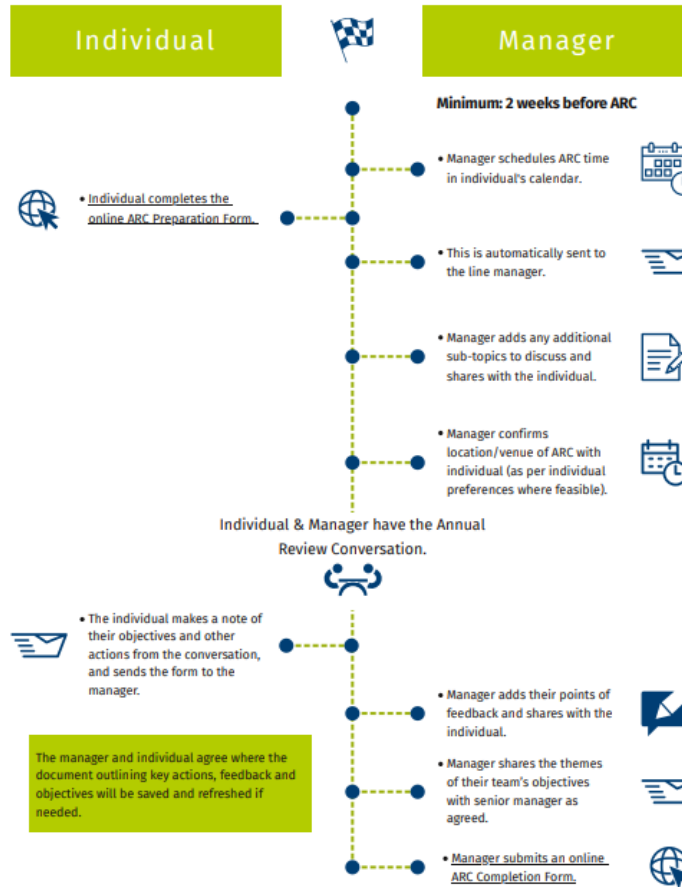


However, **this document should only be used to prepare for the online Form** and should not be used in its place.

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



ARC - Individual and manager process



<https://www.imperial.ac.uk/media/imperial-college/staff/arc-process/arc-individual-and-manager-process-2025.pdf>

ARC Preparation Form

Here is a screen shot of part of the Preparation Form, focusing on last year's objectives

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

Revisit your objectives from previous year

The below questions will help you and your manager prepare for your Annual Review Conversation. We encourage you to keep this brief and concise. You should also take this opportunity to refresh yourself on Imperial's Values and Behaviours framework as you will be asked to discuss how you have demonstrated Imperial's Values and Behaviours <https://www.imperial.ac.uk/about/values/behaviours-framework/>

15. Objectives from the previous year

Use the below space to paste in your objectives/work plan from the previous year. If you do not have objectives from the previous year, you can leave this space blank.

Enter your answer

16. A summary of your previous year's performance. Make some brief notes below

These questions might be helpful:

- What were your key achievements from the past year? What went really well?
- What could you improve on?
- What might you do differently as a result of your performance and/or feedback?
- What Imperial Values & Behaviours would you describe as your strengths, and what might be your development areas?

<https://www.imperial.ac.uk/about/values/behaviours-framework/>

We encourage you to just put a few key points that you can expand on at the meeting itself.



ARC Preparation Form

This screenshot looks at the Review and Reflect parts of the Form- this has been simplified in response to feedback

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

Set the agenda for your ARC

This section is for you to select what is important to you within each of the topics below. There is no limit, and you can select as many as you want, or add your own.

...

17. Topic 1: Review & Reflections from previous year

You are expected to have a general discussion around your performance and objectives from the past year. You can also select to discuss any of the below optional areas.

- ☐ **Achievement and strengths** – what you are good at, how this has allowed you to achieve, and how your strengths can be best used within your role
- ☐ **Contribution outside of role** – work and contribution that goes beyond the defined objectives of your contracted role. Sometimes called 'organisational citizenship', this may include voluntary roles, mentoring and coaching, amongst other activities
- ☐ **External Visibility** – the ways in which you have contributed to the visibility of your department and wider Imperial within your field. This may include any community or educational outreach activities.
- ☐ **Working relationship with your manager** - support you have received from your line manager and what you need moving forward
- ☐ **Working relationships with other colleagues** – the critical working relationships for you and your role
- ☐ **Your performance as a Line Manager** - how you have managed your team, and what support might you need in future



Feedback from stakeholders/key working relationships

13. **OPTIONAL: Would you like to nominate any colleagues who could provide feedback on their experience of working with you, and on your work? If yes, please use the box below to list up to 3-5 people.**

We encourage you to be very intentional about who you list. Think about people who could provide insights on your work you would not have otherwise gained.


In addition to the names you have suggested, your manager may also reach out to people who might provide a helpful insight.

Enter your answer



ARC Outcome Form

(Focuses on work objectives and development objectives)

	Individual's name:	Line Manager's name:
	Date of ARC:	Line Manager's Manager:

ARC Outcome Form: This document is your action tracker for the upcoming year to record your notes, work objectives, and development objectives. You as the staff member are responsible for completing the ARC Outcome Form, during or after the conversation. Please see guidance notes on last page.

Manager's comments on the previous year (To be completed by the manager during or after the conversation). Use this space to write your comments on your member of staff's previous year. Consider the successes, achievements and challenges, as well as their overall performance. We recommend 3-5 bullet points (feel free to use more).

- ...
- ...
- ...
- ...
- ...

Notes & Actions from the ARC meeting: This section is designed to capture any brief notes and actions from your ARC. There is no need to record everything that was discussed in the conversation. We recommend you use this section in a way that is most meaningful for you.

ARC Topic 1: Review & Reflections from previous year
(To be completed by the individual during or after the conversation. To be agreed and confirmed by the Line Manager)

Notes	Actions if any (including timeframes)

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



New development:

The Review, Reflections, Wellbeing and support needs and Career support and development needs sections have been laid out more clearly and are easier to complete

ARC Topic 2: Wellbeing and support needs (To be completed by the individual during or after the conversation. To be agreed and confirmed by the Line Manager)	
Notes	Actions (including timeframes)
ARC Topic 3: Career support & development needs (To be completed by the individual during or after the conversation. To be agreed and confirmed by the Line Manager)	
Notes	Actions (including timeframes)
ARC Topic 4: Forward planning, objective setting and work planning List the objectives and expectations for the year ahead as agreed with your manager. Include any personal development objectives that will support the delivery of your objectives. Please refer to the Values and Behaviours framework to identify the values and behaviours that will support the delivery of your work and personal development objectives.	
Objectives and expectations for the year ahead	Expected timeframes and success indicators
<i>Add rows as required.</i>	

IMPORTANT: It is recommended that you use this document as an action tracking tool throughout the year for subsequent conversations.

Sign off:	Individual:	Line Manager:
	Date:	Date:

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



New development:

It is no longer necessary for line managers to cut and paste the individual's objectives and send them to the second line manager. Managers have the flexibility to find their own mechanism for relaying objectives - we suggest you agree this with your leadership team

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



If you are a manager, record ARC completions for your team

1. Please note - we expect managers to use the Completion Form to record their ARCs, after a successful pilot last season
2. The ARC Completion form has been updated in response to feedback. Multiple entries can now be added to each Form, and a “proxy” can fill out a Form on behalf of a senior manager
3. Up to 10 entries can be added to the Form, though we recommend that managers do this after all ARCs have been completed
4. The ARC team can provide managers with completion data for their teams via regular monthly “ARC Data Checkpoints”



Line Managers: Record the ARC Completion (Winter Season, 2025)

This form is for Line Managers and for those who have been delegated the responsibility to confirm that the ARC meeting has taken place. If you have any questions, please contact annualreviewconversation@imperial.ac.uk

Section 1

Your details

1. You are *
 - ☐ recording ARC completion for your own direct reports
 - ☐ recording ARC completion on someone else's behalf
 - ☐ doing both
2. You are recording the ARC completions on behalf of (provide name and title below)



Points of note...

Mode of ARC meeting

- You can indicate a preference for location / venue of ARC meeting

Co-creation of ARC agenda

- Your manager can add to the agenda
- Only a limited number of POD staff have operational access

Filling in the ARC Outcome Form

- You are responsible for the completion of your own ARC Outcome Form with your manager's input

Saving the ARC Outcome Form

- You & your manager decide where to save it
- We recommend a virtual cloud-based platform

Who sees the ARC Outcome Form?

- You and your manager are the only people to see the Outcome Form. Managers should share an overview of team objectives with senior management, but do not need to paste the objectives in an email



Should I have an ARC during my probation period?

- The ARC meeting is separate to the probation process
- The standard probation process should be followed
 - 3-month check-in
 - 6-month meeting (probation review form)
 - <https://www.imperial.ac.uk/human-resources/procedures/probation-periods/>
- There may be tools in the ARC toolkit that will help the probation process
- Once a person has passed their probation, they move on to the ARC process
- Please note - both probation and ARC should be seen as part of the ongoing relationship and communication between a manager and their staff members



ARC for Clinical Academics

- The ARC process is separate from NHS Trust requirements for General Medical Council revalidation
- It has previously been agreed between Imperial College London and the NHS Trusts that are part of the AHSC (Academic Health Science Centre) that you are entitled to a joint ARC meeting with both line managers present
- *ARC Preparation Form* is the same for all staff
- *ARC Outcome Form* is different for clinical academics



Use Imperial Office 365 account to log in

The screenshot shows the Imperial College London website. At the top, there's a navigation bar with the college logo and several news items. Below this is a secondary navigation bar with links like 'Study', 'Research & Innovation', 'Be Inspired', and 'About'. The main content area is titled 'Information and Communication Technologies' and includes a sub-navigation bar with links like 'My ASK account', 'Contact the ICT Service Desk', 'Self service', 'Training and resources', 'About us', 'New to Imperial', 'Visitors and guests', and 'Hybrid working'. The 'Self service' section is expanded, showing a list of links including 'Connect and communicate', 'Office 365', 'Access Office 365' (which is highlighted), 'Features', 'Apps', 'Training and support', 'How is Office 365 being used across the College?', 'Email', 'User accounts and passwords', 'Wi-Fi and networks', 'Accessing services remotely', and 'Sharing and collaboration tools'. The 'Access Office 365' page content includes a breadcrumb trail, a heading 'Access Office 365', a paragraph about Office 365 applications, a link to 'contact the ICT Service Desk', a section titled 'How do I access Office 365 from my web browser?' with a numbered list of steps, and a note about login requirements.

Imperial College London

New tool to help AI track animals could boost biology research

Emissions plans must consider risk of global warming continuing after net zero

Mosquito modification programme aiming to eliminate malaria receives US\$15m

More News >

Study Research & Innovation Be Inspired About

News What's on Give A-z Information for Search

Information and Communication Technologies

My ASK account Contact the ICT Service Desk Self service Training and resources About us New to Imperial Visitors and guests Hybrid working

Self service

Connect and communicate

Office 365

Access Office 365

Features

Apps

Training and support

How is Office 365 being used across the College?

Email

User accounts and passwords

Wi-Fi and networks

Accessing services remotely

Sharing and collaboration tools

Home / Administration and support services / Information and Communication Technologies / Self service / Connect and communicate / Office 365 / Access Office 365

Access Office 365

Office 365 applications are installed on all College machines and a selection of applications can also be accessed from your web browser. Staff and Students are able to install Office 365 applications on up to **5 personal Macs or PCs, 5 mobile devices and 5 tablets**.

If you're using an older version of Office, such as Office 2010 or Office 2007, please [contact the ICT Service Desk](#).

How do I access Office 365 from my web browser?

1. **Log in to Office 365**
2. Your username is your **College username** followed by **@ic.ac.uk** e.g: abc123@ic.ac.uk
3. Your password is your College password

You will need to login and be connected to the internet at least once a month to keep your subscriptions active.

<https://www.imperial.ac.uk/admin-services/ict/self-service/connect-communicate/office-365/access-office-365/>



Role of the Individual

- ✓ Invest time in preparing your agenda
- ✓ You own the process, make the most of it
- ✓ Make notes as needed during the ARC meeting
- ✓ Record the agreed actions in the ARC Outcome Form
- ✓ Remember to use the ARC Outcome Form throughout the year to track your progress against your agreed objectives



Role of the line manager

- ✓ Undertake your preparation so that you can share observations and feedback on the individual's performance and impact over the past year
- ✓ Carefully consider what the staff member has asked to discuss via their Preparation Form. Be realistic & manage expectations, and honour the actions that you have committed to
- ✓ Use the Question Bank to generate ideas about how to discuss a particular topic area. Pick out some helpful questions.
- ✓ Facilitate the conversation & be supportive, and create a safe space for the discussion
- ✓ Contribute to the ARC Outcome Form and share themes of your team's objectives with your leadership team as agreed locally
- ✓ Record ARC completions for your direct reports, via the Completion Form



3. Support for you

- HR Business Partners & representatives
- People & Organisational Development offer
 - POD Wellbeing offer - Building resilience
 - Becoming a Highly Effective Manager
 - Managing upwards
 - Wellbeing for managers
 - Prioritisation Skills
 - Getting success through positive conversations
 - Managing difficult conversations
- Internal mediation support through the Employee Relations Team
- Micro Development sessions - your dedicated 20-minute discussion

New development:

POD has created new “deep dive” training workshops for managers, with a focus on equipping managers to have valuable and productive conversations about their team members’ performance, support needs and related career development. Further information will follow about these new sessions.



Ways to get in touch

FAQs: Check out our frequently asked questions

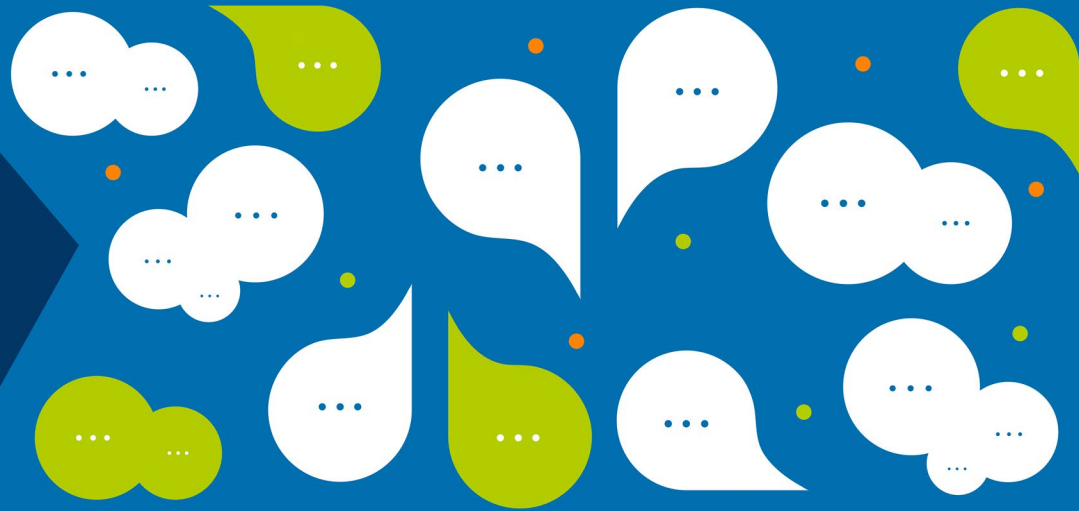
<https://www.imperial.ac.uk/staff/arc/frequently-asked-questions/>

ARC Inbox: Email us annualreviewconversation@imperial.ac.uk

ARC Toolkit: Resources for you to browse, checklists, videos, question banks, e-learning, logging ARC on ICIS <https://www.imperial.ac.uk/staff/arc/>



ARC Toolkit



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

- Pre-recorded ARC Briefing and slide pack
- ARC Outcome Form
- Question bank for managers
- Guidance on developmental opportunities
- Guide to leading & managing at Imperial

Video examples



Support for Career Development

This video provides an example of a conversation regarding career development.

Watch video ▶



Giving Appreciative and Difficult Feedback

This video provides an example of giving appreciative and difficult feedback.

Watch video ▶



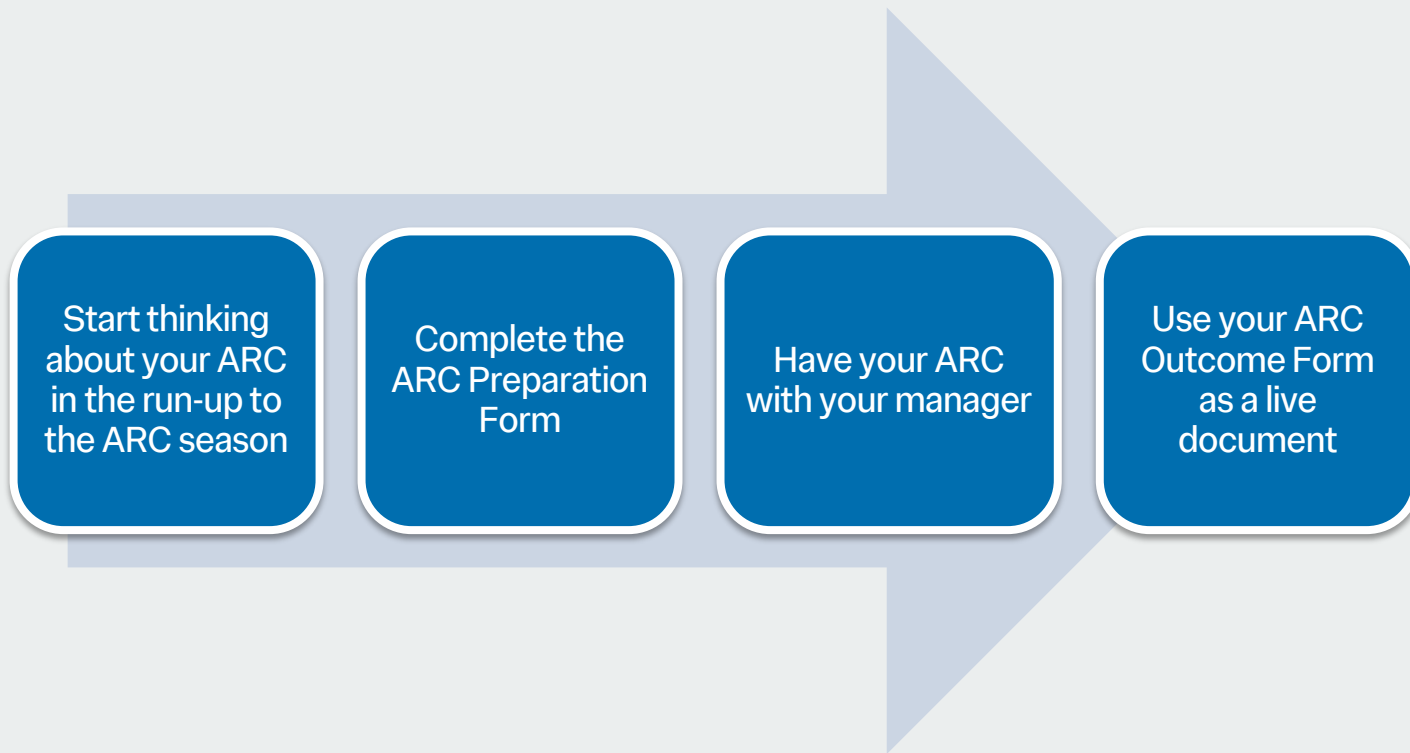
Providing a Safe Space for Open Conversations

This video provides examples of providing a space for open conversations.

Watch video ▶



4. Next Steps



What we have discussed today

1. Introduction to ARC; background, philosophy and approach
2. The ARC Process, including forms and new developments
3. Support and resources
4. Actions you need to take



Evaluation



<https://forms.office.com/e/nR6MABH13H>



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Thank you!

Annual Review Conversations

Please contact us if you
have any questions

