

# Performance and Development Review: System Guidance

### Purpose

This guide will help you access the Performance Development Review (PDR) System, guide you through completion of your own form, that of your reviewees if applicable, and highlight resources available if you require help or further information.

### **Getting Help**

Many frequently asked questions or common difficulties experienced during completion of PDR have been highlighted in the Troubleshooting at the end of this document. If your question has not been answered within this section, please log an enquiry via the People and Organisational Development (P&OD) Helpdesk on the link below.

Log a call with the P&OD Helpdesk here.

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### Logging into the PDR System

The PDR system is located at <u>www.pdr.gla.ac.uk</u> and you should be prompted to key in your UofG email and password to gain access. **Please note that you** <u>cannot</u> access the system from within **PeopleXD (formerly CoreHR).** 

### The PDR Homepage

When you log into the PDR system you should see your form on the welcome screen under your name and job title. You may see more than one form if you completed PDR via this system in previous years, or if you have more than one appointment in the University.

Welcome, People & Organisational Development Lead B	Business Partner (Performance & Developmen	t), People And Organisational Development
2024-25 PDR	2023-24 PDR	2022-23 PDR
EE 047569-2 Appointment ID	토크 <b>047569-2</b> Appointment ID	E 400013-12 Appointment ID
DPDR Light Form	C PDR Light Form	D PDR Light Form
🖉 🔜 🔤 🖉	Manager	Manager
Reviewer	Reviewer	C Reviewer
Ca 30th September 2025 Due Date	Ca 30th September 2024 Due Date	Ca 30th September 2023 Due Date
Grouplete Sign off Complete	Complete Sign off Complete	Complete Sign off Complete
View	View	View

At the top right side of the page you should see the four links below.



**Help** opens a page containing tabs where you can find more information about the PDR process or system. Please note additional **Help** can also be found on each page via the question mark symbol



**Menu** will open a list of options **if you have any additional permissions within the system**. For those staff who are a reviewer / line manager you can find the link here to '**My Staff PDR'**. This is the option you will use to access the forms of those staff you are reviewing or view those who are in your area.

Sign Out ends your session within the system.

Home returns you to the PDR homepage.

### **Exemptions and Eligibility for PDR**

The following groups of staff are fully exempt from the PDR process:

• Those on an NHS clinical academic pay scale

- Those who are on a contract of less than 0.2FTE
- Those who joined the University after 1 July 2025

The following staff are required to set objectives only:

- Staff who started between 1 January 2025 and 30 June 2025
- Staff who increased their hours to greater than 0.2 FTE after 1 January 2025

### Absence/Leave

Where there has been a significant period of absence within the PDR year, i.e., long-term sick leave, maternity/adoption/shared parental leave, etc., or the staff member is not at work between launch and the close of the cycle (30 Sep), such staff may be exempt from participating in the PDR process, with exemptions permitted by the local People & OD team.

However, if exempt, objectives and development plans will be required to be refreshed and updated on the staff member's return to work to enable future engagement in the process.

### Resignation

Where a staff member is due to leave the University during the annual review period there will be no PDR required, however, regular informal review meetings should take place between the line manager and the staff member in accordance with operational needs.

If you have been assigned a PDR form and believe you should be exempt, please contact your local People & OD team.

### Your PDR Form

To open your PDR form, click anywhere in the box marked '2024-2025 PDR'.

Each member of staff in the University has a unique PDR form associated with their appointment(s).

For example, staff on the Research and Teaching (R&T) track should have an R&T form, those on the Learning Teaching and Scholarship (LTS) track will have an LTS form, and most Professional Services staff will complete a PDR Light form. You can check which form you have been assigned at the top of the screen. **Staff who have multiple posts will have a form relevant to each appointment.** 



PDR Light

Form

If you believe the form you have been assigned is incorrect, please log a call via the P&OD Helpdesk. Log a call with the P&OD Helpdesk here. Staff who began in post or increased to over 0.2FTE **after 1 January 2025** will be assigned an Objectives Only form. If you believe you have been assigned this form in error, please log a call via the P&OD Helpdesk.

Log a call with the P&OD Helpdesk here.

### **Features Within Your Form**

Each PDR form contains the four options explained below:



**Close** will return you to the PDR Homepage automatically saving any text you have entered.

Print will download a version of your form into Microsoft Word which you can then Print.

**E-mail a copy** will generate a copy of the full form to your e-mail inbox as a Microsoft Word attachment.

Save will save your progress.

Your Objectives: How to Create, Delete, and Edit

### **Editing Current Objectives**

**Future Objectives** entered in a previous PDR round become **Current Objectives** the following year, and you can provide comment on your advancement of these by clicking into the objective and entering comments in the Employee Assessment of Progress box. **Remember to click Save before closing.** 





Creating a Current Objective

If new objectives have been added throughout the year, you can record them in the current objectives section to detail the progress made.

To do this click the "**Create**" button in the Current objectives tab and a box will appear as below where you can enter a title, description, Start Date, End Date, and Status. The red triangle denotes a mandatory field.

Objective Title This statement should be n	o more than 2	00 characters / 30 words						
Objective Description This statement should be no more than 4000 characters / 350 words								
		_		_				
Start Date	Ē	End Date	Ē	Status Planned	~			

Once you have created the objective, click **Save** and **Close** the pop-up.

### **Deleting an Objective**

If any previously agreed objectives are no longer relevant you may wish to mark them as such via the **Status** drop-down or delete them entirely.

## We recommend discussion with your line manager/reviewer prior to deletion of any Current Objective.

To delete any objective, click on it and then choose **Delete** at the bottom on the box.

### **Future Objectives**

Your **Future Objectives** are what you will set in this PDR round and work towards over the next year. When the 2026 PDR round opens, the objectives you create here will become your **Current Objectives** that you report back on.

You may choose to create a Future Objective which lasts more than one year, but you should remember to specify what elements you will work on over the next year to show advancement.

To create a **Future Objective** click the "**Create**" button and a box will appear as shown. The red triangle denotes a mandatory field.

Edit Future Objective					$\times$
Objective Title This statement should be no	more than 2	200 characters / 30 words			
Objective Description This statement should be no	more than 4	4000 characters / 350 words			
Start Date	Ē	End Date	Ē	Status Planned	~
University Values - Please select u	pto 2. For fur	ther details Click here			
Ambition and Excellence					
Integrity and Truth					
All Inclusive Community					
Close Delete					Copy Save

Once you have created the objective, clicked **Save** and **Close** the pop-up.

Within the **R&T and LTS** forms there is a box where you can document your intention to apply for Academic Promotion in the next round. This information will be viewable to your line manager via their '**My Staff PDR'** screen. You will not be committed to applying for promotion if you tick this box, but it is useful for reviewer to know your intentions and for planning purposes.

### **University Values**

You are encouraged to align your Future objectives with up to two University Values. More information on the Values can be found here: <u>https://www.gla.ac.uk/explore/strategy/values/</u>

### PDR Forms and their Content Explained

This section will look at the different types of form in the PDR system and the tabs specific to them in more detail. The section will also cover the auto-populated tabs i.e. **Scholarly Outputs**, **Research Income** and **Supervision** where data is added automatically to your form (R&T Job family only).

### **PDR Light Form**

This is the form completed by most Professional Services staff who began their role prior to 1 January 2025.

Show All	Overview	Career Development Planning	Culture & Values	Objectives	Reviewer	Sign Off	
							6

**Show All** provides a collated view of all tabs in the form.

**Overview** allows you to detail your progress over the last year including successes and challenges.

**Career Development Planning** allows you to outline any development activity have you completed in the last year and detail your plans for the coming year.

**Culture and Values** allows you to comment on your general contribution to the University Community, including display of the University's values.

**Objectives** Current: this allows you to detail progress made on the objectives that were set last year. Future: this is where you will document the objectives set for the next year

**Reviewer** is the section which will be completed by your reviewer/line manager on your performance.

**Sign-off** is what you will click to release the form to your reviewer.

### Research and Teaching (R&T) Form

This is the form completed by most staff on the R&T, RO and RS track who began their role prior to 1 January 2025.



Show All provides a collated view of all tabs in the form.

**Overview** allows you to detail your progress over the last year including successes and challenges.

**Career Development Planning** allows you to outline any development activity have you completed in the last year and detail your plans for the coming year.

**Culture and Values** allows you to comment on your general contribution to the University Community, including display of the University's values.

**Objectives** Current: this allows you to detail progress made on the objectives that were set last year. Future: this is where you wills document the objectives set for the next year

**Publications** is auto populated with all publications made within the last six years. You are required to select up to six of the most significant.

**Research Income** is auto populated with applications and awards based within the period 1 July 2024 to 30 June 2025. Within the **Additional Information** tab there is also an option to provide commentary on any future intention to submit a research application in the coming year.

**Supervision** is auto-populated with data on all PGR students who were actively supervised in the last 12 months (1 July 2024–30 June 2025).

**Impact** allows you to detail where your research is having impact and what has been done within the review period to enhance the impact of your research.

LTP allows you to provide an overview of the development of your learning and teaching practice and your contribution to teaching within the review period.

LME allows you to provide evidence of where your leadership, management and engagement has instigated change within the University to the wider benefit of staff, students or the broader community, including display of the University's stated values.

Esteem allows you to detail any professional and academic distinctions/awards gained and any service to national or international learned societies and/or public bodies within the review period.

**Reviewer** is the section which will be completed by your reviewer/line manager on your performance.

**Sign-off** is what you will click to release the form to your reviewer.

### Learning Teaching and Scholarship (LTS) Form

This is the form completed by most staff on the LTS track who began their role prior to 1 January 2025.

	Show All	Overview	Career Development Planning	Culture & Values	Objectives	Scholarly Outputs	Research Income	Supervision	LTP	LME	Esteem	Reviewer	Sign Off
- 1													

Show All provides a collated view of all tabs in the form.

**Overview** allows you to detail your progress over the last year including successes and challenges.

Career Development Planning allows you to outline any development activity have you completed in the last year and detail your plans for the coming year.

Culture and Values allows you to comment on your general contribution to the University Community, including display of the University's values.

### **Objectives**

Current: this allows you to detail progress made on the objectives that were set last year.

Future: this is where you wills document the objectives set for the next year

Scholarly Outputs is auto populated with all publications made within the last six years. You are required to select up to six of the most significant.

**Research Income** is auto populated with applications and awards based within the period 1 July 2024 to 30 June 2025. Within the Additional Information tab there is also an option to provide commentary on any future intention to submit a research application in the coming year.

**Supervision** is auto-populated with data on all PGR students who were actively supervised in the last 12 months (1 July 2024– 30 June 2025).

**Impact** allows you to detail where your research is having impact and what has been done within the review period to enhance the impact of your scholarly research.

**LTP** allows you to provide an overview of the development of your learning and teaching practice and your contribution to teaching within the review period.

**LME** allows you to provide evidence of where your leadership, management and engagement has instigated change within the University to the wider benefit of staff, students or the broader community, including display of the University's stated values.

**Esteem** allows you to detail any professional and academic distinctions / awards gained and any service to national or international learned societies and/or public bodies within the review period.

**Reviewer** is the section which will be completed by your reviewer/line manager on your performance.

**Sign-off** is what you will click to release the form to your reviewer.

### R&T / LTS Veterinary Clinical Form

This is the form completed by most staff on the R&T/LTS Veterinary Clinicians who began their role prior to 1 January 2025.

### **Research & Teaching**



### Learning, Teaching & Scholarship



Show All provides a collated view of all tabs in the form.

**Overview** allows you to detail your progress over the last year including successes and challenges.

**Career Development Planning** allows you to outline any development activity have you completed in the last year and detail your plans for the coming year.

**Culture and Values** allows you to comment on your general contribution to the University Community, including display of the University's values.

### Objectives

Current: this allows you to detail progress made on the objectives that were set last year.

Future: this is where you wills document the objectives set for the next year

**Publications** is auto populated with all publications made within the last six years. You are required to select up to six of the most significant.

**Research Income** is auto populated with applications and awards based within the period 1 July 2024 to 30 June 2025. Within the **Additional Information** tab there is also an option to provide commentary on any future intention to submit a research application in the coming year.

**Supervision** is auto-populated with data on all PGR students who were actively supervised in the last 12 months (1 July 2024–30 June 2025).

**Impact** allows you to detail where your research is having impact and what has been done within the review period to enhance the impact of your research.

**LTP** allows you to provide an overview of the development of your learning and teaching practice and your contribution to teaching within the review period.

**LME** allows you to provide evidence of where your leadership, management and engagement has instigated change within the University to the wider benefit of staff, students or the broader community, including display of the University's stated values.

**Esteem** allows you to detail any professional and academic distinctions / awards gained and any service to national or international learned societies and/or public bodies within the review period.

**Clinical Service Provision** should be used to provide a statement outlining clinical services involvement in relation to service income and case load.

**Reviewer** is the section which will be completed by your reviewer/line manager on your performance.

**Sign-off** is what you will click to release the form to your reviewer.

### **Objectives Only Form**

This the form completed by most staff who began their role or who increased to over 0.2FTE <u>after</u> 1 January 2025.



Show All provides a collated view of all tabs in the form.

**Objectives** are what you will review/set in this PDR round and work towards over the next year.

**Reviewer** is the section which will be completed by your reviewer/line manager on your performance.

Sign-off is what you will click to release the form to your reviewer.

### Early Career Development Programme (ECDP) participants

Colleagues who are enrolled on ECDP on the date PDR launched, will have an additional two tabs.

ECDP

**ECDP** will contain key information relating to the reviewee' ECDP timelines, namely the date they joined ECDP, year of ECDP and the dates by which a promotion application to Grade 8/Grade 9 are due by.



**Rating** will be completed by the reviewer, for all colleagues who are on ECDP or based in the University of Singapore campus.

### **Auto-Populated Sections**

This section covers the three tabs within the R&T, LTS and Clinical forms which have data imported to them automatically from a central source.

### Publications / Scholarly Outputs

This tab (Publications for those with an R&T form and Scholarly Outputs for those on LTS) will pull through all publications from the University's research publication's service, Enlighten made since 01 January 2019.

You are required to select and provide details for up to six of your most significant outputs using the check box at the side of each publication. These are highlighted with a circle in the picture below.

The details should be added into the Additional Information tab.

Further help and information can be found by clicking the Help symbol.



If your scholarly output is **not** listed in Enlighten please add it to the Additional Information tab.

All enquiries regarding any of the information included in this section should be sent to <u>research-enlighten@glasgow.ac.uk.</u>

### **Research Income**

Research Applications Submitted Research Current Awards	Commercial Applications Submitted	Commercial Current Awards	Additional Information
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In this section the financial and related information in respect of applications and awards is based on the period <u>1 July 2024 to 30 June 2025</u>.

Applications must be submitted within the review period above to be pulled through.

Using the Income Enquiries button will send all enquiries regarding any of the information included in this section to your College Research Support Office.

E-mail addresses for each Research Office and additional information can also be found in the Help button.

Within the **Additional Information** tab there is a box where you can document your intention to apply for a Research Application in the coming academic year. This information will be viewable to your line manager via their '**My Staff PDR'** screen.

### Supervision



The information in this section is sourced from MyCampus and provides data for all PGR students who were actively supervised by an individual in the review period **(1 July 2024–30 June 2025)**.

The information provided includes the start date of the individual's supervisory period, the supervisor's status as 'principal supervisor' or 'second supervisor' and the average percentage supervisory load for the individual supervisor **within the review period**.

**Please note**: Information relating to Research Associates/Assistants and Technicians will require to be completed by individual staff members as the information cannot readily be accessed currently through central systems.

Using the Supervision Queries button will send all enquiries regarding any of the information included in this section to your College Graduate School.

E-mail addresses for each Graduate School can also be found in the Help button at the top of the screen or at the end of this guide.

Further help and information can be found by clicking the Help symbol.

### The Sign Off Process

When you have completed all mandatory elements within your form you should use the Validate button within the Sign Off tab to confirm that you have finished completing your PDR form. An automated email will be sent to your reviewer.

If there are mandatory sections that have not been populated, the system will prompt you to complete them as shown below.

error has occurred
You did not enter text for "Overview of Performance & Development"

Following the PDR discussion, the reviewer will then add their commentary and rating if applicable (ECDP and University of Glasgow Singapore) and click validate to sign off the PDR. You and your reviewer/line manager will receive an e-mail confirming that you have completed the sign off.

Please ensure future objectives are populated prior to sign off.

### Sign Off: Line Managers / Reviewers Only

Once a staff member has signed off their PDR form, you will both receive e-mail confirmation.

Prior to this you will only be able to add commentary in the Reviewer tab and will not be able to sign the form off as fully complete.

To view your reviewee's PDR form, log in at <u>www.pdr.gla.ac.uk</u> using your UoG email address. **Please note that you** <u>cannot</u> access the system from within PeopleXD (formally CoreHR).

To access the forms of your reviewees or to view staff in your area you should click on 'Menu' in the top right side of the screen and then choose 'My Staff PDR' as shown below:



The first tab shows a pictorial view of all PDR status' in your area.



Next on the screen you will see 'My Direct Reports', and clicking into any of the boxes will open that staff member's form.

You can see which staff members have signed off along the bottom of each tile as shown:

E Appointment ID :	🖭 Appointment ID :
🛱 Form : PDR Light	C Form : Objectives Only
🖉 Position :	C Position :
🛱 Due Date :	Ca Due Date :
Awaiting form completion and submission	Sign Off Due
Edit	Edit

When you click to open a form, the Reviewer tab allows you to add commentary on general performance, and you can view all objectives via the Objectives tab.

Show All	COVID	Overview	Objectives	Culture & Values	Reviewer	Sign Off	

**Please note: You will not be able to sign the form off until the staff member signs the form off first.** You will receive e-mail confirmation when this happens and the Sign Off option will remain locked until then as shown below.



You may be required to review a staff member who is not one of your Direct Reports, and in this case, you should open their form from within the Staff Hierarchy list further down the same page.

Staff Hierarch									
Levels to Show									
01									
Qv	Go Actions >								
Open	Person	Person No.	Grade	Career track	ECDP	Mgr Guid	Form Name	Level	Intend to apply for promotion

### Ratings (ECDP/UoGS staff) – Line Manager/Reviewer Only

Performance ratings are required only for staff on the Early Career Development Programme (ECDP) or where staff are employed at University of Glasgow, Singapore.

For important information on ratings and their descriptors please refer to the PDR Policy on the website at <a href="https://www.gla.ac.uk/myglasgow/humanresources/all/pay/pdr/">https://www.gla.ac.uk/myglasgow/humanresources/all/pay/pdr/</a>

Once the staff member has signed off their form, ratings can be added via the Rating tab. You should ensure you have discussed the rating and the rationale behind selecting it, with the colleague at the PDR meeting.

#### Rating

You will not be able to add a rating until the staff member has signed off their form, but the rating will be visible to them.

To add a rating simply select it from the list of drop-down options:

### PDR Assessment (for Reviewer only)

Select the rating from the options below

\*

Exceptional Contribution

Strong Contribution

Inconsistent Performance

Improved Performance Required

### Managing Performance – Line Manager/Reviewer Only

An Improved Performance Required outcome is only applicable where a staff member has previously been involved in discussion about their level of performance. This may have involved local People & OD support and:

- a previous discussion between the line manager and a reviewee as part of the normal management feedback processes (one-to-one meetings) or a previous inconsistent performance assessment
- objectives having been set for the required areas of performance improvement with a jointly agreed plan to implement these plans
- the reviewee having been given a realistic opportunity to have made some impact upon the required improvement objectives

For more information on Managing Performance please refer to the <u>Managing & Supporting</u> <u>Performance Policy</u>.

### Troubleshooting

### There is no PDR form on my home page

Log an enquiry with the P&OD Helpdesk choosing the sub-category "PDR Form". Your enquiry will be answered by a colleague in your local P&OD team who will be able to check this for you.

### My reviewer is incorrect, or I think I am exempt from PDR. What should I do?

Each School/Service has a PDR co-ordinator who will be able to make updates to the system. Please speak to your manager in the first instance, who can support and communicate with the PDR co-ordinator.

#### I have two posts and I think the form is attached to the wrong post

Log an enquiry with the P&OD Helpdesk choosing the sub-category "PDR Form". Your enquiry will be answered by a colleague in your local P&OD team who will be able to check this for you.

#### I have changed line manager during the review period; how will my PDR work?

If you have reported to more than one line manager during the review period, it is important that you still maximise the opportunity for a reflective conversation about your career development and your performance throughout the review period. It would be useful, therefore, for the PDR to consider input from both the current and previous line manager if this is practical. In principle, it would be recommended that the current line manager carry out the PDR with appropriate input from the previous line manager. The PDR portal is set up such that this is the assumed position, if however, it makes sense for another approach then this could be agreed by those involved. In any scenario, your new line manager should always set your future objectives.

### I have been assigned an Objectives Only form – why is this and can I change it?

If you began your current post on or after 1 January 2025, or if you increased your hours to greater than 0.2 FTE after 1 January 2025 you will be assigned the Objectives Only form. You can change this if you would prefer a full PDR and should contact your line manager in the first instance, who can then liaise with the School/Service PDR co-ordinator.

#### I think I have the wrong form type

Log an enquiry with the P&OD Helpdesk choosing the sub-category "PDR Form". Your enquiry will be answered by a colleague in your local P&OD team who will be able to check this for you.

### I created an objective and saved but it has not appeared

You may need to refresh your screen to make the objective appear but if this does not work, please log an enquiry with the P&OD Helpdesk choosing the sub-category "Objectives". Your enquiry will be answered by a colleague in your local P&OD team who will be able to investigate this.

### I cannot see current objectives because I have changed post or been promoted

Log an enquiry with the P&OD Helpdesk choosing the sub-category "Objectives". Your enquiry will be answered by a colleague in your local P&OD team who will be able to check this for you and update the appointment number your form is based against.

### Can I set an objective which is longer than a year?

Yes. Though 30 June 2026 is the end date of the next PDR round, the system will allow objective dates exceeding the end of this cycle to be entered. If your objective spans more than one year it will be copied and re-entered into next year's form when it launches in 2026.

#### Where can I get further information on my career track criteria?

https://www.gla.ac.uk/myglasgow/humanresources/all/pay/promotion/acpromotion/acadpromo/p romotioncriteria/

### How do I know if my staff have signed off their form?

Use the menu button in the top right, choose My Staff PDR and in the first tab you will see the current status of your staff PDR forms. You will also receive an e-mail when they have signed off.

### How can I find out who I should be reviewing?

Use the menu button in the top right, choose My Staff PDR and anyone in the section entitled 'My direct PDR reviews' are due to be reviewed by yourself. If you think there are reviewees showing, that shouldn't be or are missing, please contact your School/Service PDR co-ordinator.

### How do I access a form for someone I am reviewing if they are not a Direct Report?

Use the menu button in the top right, choose My Staff PDR, and scroll down to the staff hierarchy. Look for the staff member's name and choose the link to **Open** from the right side of the screen. If you have more than 1 level, you may need to change the level to the highest number.

### How do I know the form is signed off?

Both reviewer and reviewee will receive an e-mail when Sign Off is complete.

For reviewees the status will change to 'sign off complete' on the home page. For reviewers, they will be able to see the 'sign off complete' message within the My Staff PDR screen.

### What do I do if I disagree with my rating?

We would always recommend talking to your line manager/reviewer in the first instance. You can also log an enquiry with the P&OD Helpdesk choosing the sub-category "PDR Ratings". Your enquiry will be answered by a colleague in your local P&OD team who will be able to advise you on next steps.

### I am a reviewer, and I cannot sign off a form for my staff

You will not be able to Sign Off before your staff member has signed off. If they have signed off and you still cannot make progress, please log an enquiry with the P&OD Helpdesk choosing the subcategory "Sign Off Enquiry".

I have an enquiry about a missing Publication Please contact <u>research-enlighten@glasgow.ac.uk</u>

### I have an enquiry about my Research Income data

Use the Question Mark button within the tab to see if your enquiry can be answered and if not use the Research Income Enquiries button to contact your College Research Office.

### I have an enquiry about my Supervision data

Use the Question Mark button within the tab to see if your enquiry can be answered and if not use the Supervision Queries button to contact your College Graduate School.

### Where can I find evidence of any training I have previously undertaken?

Log in to the <u>HR/Payroll system</u>. Select Employee Dashboard on the top left, and then click into your Learning and Development tab on the left of the screen.

### I have signed off but need to unlock the form after the PDR meeting to make edits

If your reviewer hasn't signed the form off yet, they can do this for you. If they have already signed off the form, please log an enquiry with the P&OD Helpdesk choosing the sub-category "Sign Off Enquiry". Your enquiry will be answered by a colleague in your local P&OD team who will be able to unlock your form. Please note: you will need to re-submit it to your reviewer and they will need to sign it off again, once you have made the changes. After the PDR cycle deadline (30 September), you will no longer be able to unlock the form for changes ( however, future objectives can be changed throughout the year).