



Polasaí agus Nósanna Imeachta/Policies and Procedures

Code	QA073
Title	Performance Management Development Framework (Performance for Growth) - Procedure
Policy Owner	Director of Human Resources
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1. Overview of Procedure

This document sets out the procedure and practical information to implement the University's Performance for growth framework. The procedure document will assist managers and employee to understand how the framework will work.

2. Assignment of Reviewers

Each employee within the scope of this framework will be assigned a Reviewer. Normally this Reviewer will be the direct Line Manager of the employee.

The Head of each Organisational Unit/School will inform each Reviewee within their unit of their assigned Reviewer at least 4 weeks before the commencement of the annual review cycle. This would normally be the staff member's line manager.

If for a valid reason (usually where there is an ongoing HR issue, or where there is a large number of employees assigned to a line manager, other than a conflict of interest, a Reviewee may be assigned an alternative Reviewer. The Head of School, College Dean, Line Manager, should discuss this with the HR Business Partner, or Senior HR Manager.

3. Conflict of Interest

A Reviewer will not be assigned to a Reviewee where there is a direct conflict of interest. A conflict of interest is a set of circumstances, relationships or events that could impact on the objectivity of the Reviewer causing them to treat the Reviewee more or less favourably than would otherwise be the case, for example through a family relationship, through marriage (civil or common law) or civil partnership, through any romantic or sexual relationship, current or past, or through any serious personal or professional conflict, with the Reviewee. The conflict of interest policy QA 413 will also provide guidance around conflict of interest.

In the case that the Reviewee considers that their proposed Reviewer has a conflict of interest, the Reviewee must inform their Head as soon as possible and at maximum within two weeks of being informed of their proposed Reviewer. In the case that the conflict of interest exists with their Head of Organisational Unit, the Reviewee should inform the direct Line Manager of the Head, also within two weeks of notification.

When a Head of Unit or Line Manager is informed by a Reviewee of a potential conflict of interest with their proposed Reviewer, they shall determine whether in their opinion a conflict does indeed exist, and if so shall assign another appropriate Reviewer after consultation with that Reviewer. The Reviewee will be informed within one week of the assignment of an Alternate Reviewer, or of reasons why the substance of the notified conflict of interest does not warrant a change of Reviewer.

If the Reviewee is still convinced that a conflict of interest exists, they may make an appeal to the member of UMT in whose line of management they fall. If this individual has already made a determination in the same case the appeal will be to another member of the UMT, which will be determined by contacting the relevant HR Partner who will raise it with the Director of HR. Such appeals will be addressed within a week, and the decision of the UMT member as to an appropriate Reviewer will be final. If the potential conflict of interest is with a UMT member, the appeal shall be made to the President, and in the case of a conflict of interest with the President, to the Chair of the Governing Authority.

4. Review Meetings

4.1 Attendance at a Review meeting

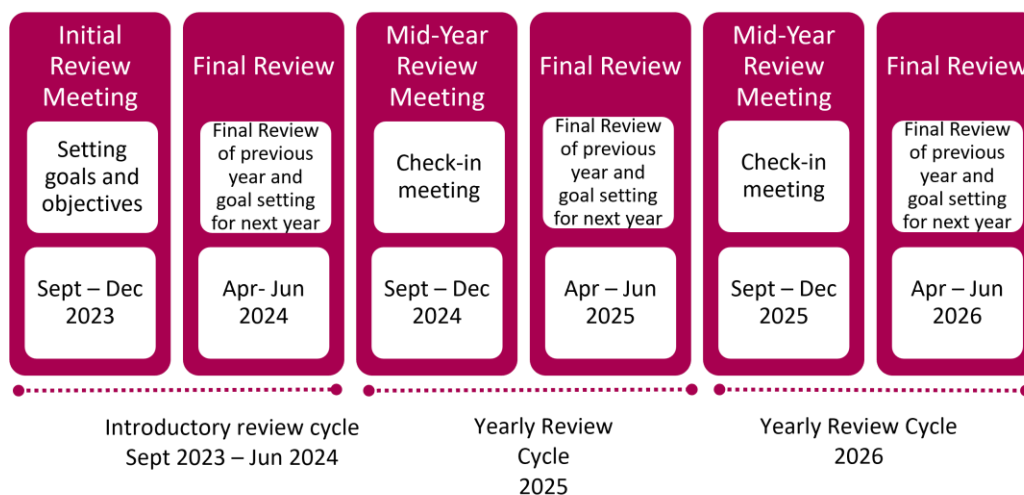


In normal circumstances the only attendees at a performance meeting are the Reviewer and Reviewee.

4.2 Time and place of the Review meeting

Once the initial meeting has been held whereby objectives and goals are agreed, then subsequent review meetings will be held bi-annually, through a mid-year review, and final year review. For consistency of application of the framework, the review meeting to set goals/objectives should take place between April and June each year. However, as the framework is being introduced from September 2023, the initial review meeting should take place between September 2023 and December 2023, and then a review in the April to June period in 2024 where a full year goal/objective setting will take place to then run on an annual basis thereafter. Similar arrangements would apply where a new staff member joins a unit/school during the year. The Human Resource unit will send reminders via an all staff so that employees and managers are aware of the time frames each year.

The Reviewer will contact each of their assigned Reviewees before the commencement of the review cycle to schedule the meetings. Both Reviewer and Reviewee will show flexibility to find a suitable time for the meeting. The meeting should occur in a quiet, private location without distractions, ideally on campus. If it's not possible to meet in-person, the meeting may be undertaken remotely over non-recorded video conference.



4.3 Preparing for the Review meeting

Several resources for both reviewers and reviewees are available on our HR webpage to help prepare for the Review meeting.

The discussion at the review meeting will be based on the completed Performance for Growth Review Form. It includes the following sections:

1. Review details
2. Review of last year's goals and objectives
3. Setting this year's objectives
4. Development (to date & for the upcoming year)

At least one week prior to the review meeting, the Reviewee will complete their sections of the Review Form and will send it to the Reviewer, by an agreed date, in advance of the meeting.

Before the date of the review meeting the Reviewer will read and consider the Review Form submitted by the Reviewee. In the case of academic members, this will enable the Reviewer to review their achievements in terms of research output, research grant capture, PhD student supervision, module teaching, etc. At their discretion, and in preparation for the meeting, the Reviewer may draft initial comments prior to the meeting.



Reviewees who are academic staff members should list activities under the headings Teaching and Learning; Research, Scholarship, and Innovation; and Leadership and Contribution. The Reviewer will be cognisant of whether the Reviewee is Type A (60:20:20 across T&L, RS&I, and L&C) or Type B (40:40:20). The Reviewer will finalise their sections with the Reviewee at the review meeting.

Except for when employees are on Probation, every employee undertakes a Performance for Growth review. Note, when employees are on Probation they will be managed and supported under the Probation Policy (specific timeframes of Probation are stated in all contracts of employment where applicable).

For Academics the school Workload Allocation model will be available and should be utilised. This will enable the Reviewer to review achievements in terms of research output, research grant capture, PhD student supervision, module teaching, etc.

Reviewees who are Professional support staff which would include Professional admin staff and technical staff should list their activities as per the key areas of their roles and responsibilities.

For Reviewees who are Researcher staff they should list the activities as per their research project objectives and goals.

4.4 Format of the Review Meeting

The Reviewer will open the conversation by creating a positive and supportive environment by welcoming the Reviewee, making them feel at ease and explain the importance and benefits of the review process. The Reviewer will express their desire for this to be a two-way conversation. The Reviewer will provide the Reviewee with an overview of what will be discussed together; which will normally include the objectives and achievements over the specified period, any obstacles that may have prevented them in achieving better outcomes and opportunities for further development.

Then the Reviewer invites the Reviewee to discuss their performance objectives set at the beginning of this period and asks them to list their achievements relating to each objective. The Reviewer then offers their perspective with specific examples (successes/challenges/improvement opportunities).

The Reviewer invites the Reviewee to comment on their strengths. The Reviewer provides recognition and specific examples of where they saw these strengths being demonstrated.

The reviewer offers feedback on their performance and work together on improving or continuing these actions depending on the type of feedback. The reviewer encourages the reviewee to reflect on their actions and discuss how they could further improve in a particular area going forward.

The Reviewer will discuss the objectives of the University and/or the objectives of the School/Unit which are relevant to the role and career of the Reviewee. The Reviewer will also discuss the plan of the School/Unit with the Reviewee in the context of performance since the previous review. In this context the Reviewer and Reviewee will, through discussion, decide on an appropriate set of objectives and goals for the Reviewee for the coming year. Both what is to be achieved and how this is to be achieved (with reference to the University of Galway values) will be discussed. The Reviewer will edit this section of the Performance for Growth review form during the meeting (which may contain the objectives previously drafted by the Reviewee) to reflect agreed objectives.

Development – The Reviewer will make observations about how the Reviewee has developed over the review period. The Reviewer and Reviewee will also discuss the Reviewee's longer-term career aspirations and may give guidance in terms of opportunities and development needs. The Reviewer will invite suggestions from the Reviewee in terms of what support the Reviewer can offer to further help them achieve their career objectives. Remember this is a great opportunity for the reviewer to be a role model for seeking feedback.



Each reviewee is responsible for actively driving their own development by identifying development objectives and opportunities and discussing the support they need from the reviewer.

Development can be for the reviewee's current role or for future opportunities.

The reviewer should understand the reviewees strengths and areas for improvement to achieve their full potential and support them to constantly strive in their current role and work towards their career goals.

The reviewer should work with the reviewee to complete this section of the form and make suggestions on how they can develop in their areas of need and or interest.

The outcome of a review meeting is either

(a) achieved expectations or

(b) needs improvement

No scoring applies.

Ordinarily the Reviewer then signs off the Performance for Growth review form as completed and agreed, and it is then finalised as the Performance for Growth view report. However, in some situations it may be appropriate to allow a short period of further reflection before the form is signed as finalised and agreed, and where the Reviewer and Reviewee consent to this occurring it should be finalised within a working week. The form should be saved locally in a secure manner.

5. Retention of Performance Management forms

The Performance for Growth review report for the current cycle will be accessible by the Reviewee and the Reviewer. To ensure the quality of the process is consistent and the agreed outputs are acted upon the agreed completed form will also be accessible by the Line Manager of the Reviewer. The UMT member will have access to review reports as needed.

The full Performance for Growth review report for each Reviewee is retained by the Reviewer until the Performance for Growth review report for the following year is completed, to allow reference to the prior year report during the process. However, Reviewee may retain their Performance for Growth completed forms for as long as they remain employed by University of Galway, forming a record of their career development.

6. Confidentiality

This form is confidential between the Reviewer and Reviewee and only held by both parties. To address learning and development actions identified and to provide the associated skills training and support, the Reviewer will extract this information from this form. With the explicit consent of the Reviewee, where necessary this information will be brought to the attention of the Head of School, Unit Manager or UMT member to allow a comprehensive assessment of the development actions and the best means of addressing these at School/Unit level.

Roles and Responsibilities

Name	Responsibility
Director of Human Resources	Framework Owner. Responsible for the application, monitoring and reviewing.



HR Business Partner/ Senior HR Managers	To provide support and advice to managers and employees involved in a Performance for Growth review meeting.
Line Manager	Ensuring that each staff member is assigned a reviewer.
Heads of Units/Schools/Colleges (AO and above or equivalent)	Responsible for ensuring that each staff member has completed an annual review with an appointed reviewer.
Reviewer	As described.
Reviewee	As described.
UMT Member	Ensuring framework is communicated to all managers within remit.

Review of the Framework

The Director, Human Resources will initiate a review of the framework after 24 months of operation or earlier, if necessary, to assess efficacy, inform the methodology and provide management oversight.