



**Polasaí agus Nósanna Imeachta/Policies and Procedures**

<b>Code</b>	QA073
<b>Title</b>	Performance Management Development Framework (Performance for Growth) Policy
<b>Policy Owner</b>	Director of Human Resources
<b>Date</b>	28 June 2023
<b>Approved By</b>	University Management Team & Governing Authority

**Table of Contents**

1. Framework Statement
2. Purpose
3. Framework Scope and Principles
4. Definitions
5. Principles
6. Responsibilities
  - 6.1 Reviewer Responsibilities
  - 6.2 Reviewee Responsibilities
7. Review of the Framework
8. Procedure for implementation



## 1. Framework Statement

Our people are our greatest resource at University of Galway, they support the work of the University to ensure that we achieve our goals. It is therefore important to the University that we are committed to supporting our people to thrive and grow, to support their development to fulfil their own potential which will in turn support the University in achieving its key priorities and goals. Performance Management is about creating a culture that encourages the continuous improvement of the skills, behaviour, and contributions, of our staff, thus supporting the University.

The University's Performance Management Development Framework, which will be known as Performance for Growth, is the tool that will support our staff and managers to understand the requirements of their roles and empower staff to work towards achieving the operational objectives that ultimately support the strategic goals of the University. The aim is to support the staff member to thrive and grow in their role. This will be done through the initial goal/objective setting process and then reviewed mid-year and through an end of year review, at which point the following year's goals and objective setting will take place.

## 2. Purpose

Performance management centres around the role and effectiveness of managers and staff members setting goals together and then reviewing and strengthening the performance of staff against those goals. The formal recording of this information is done through Performance for Growth. The University of Galway is committed to ensuring that every staff member has the ongoing opportunity to contribute to their own unit/school, and to the University strategy and vision to achieve their full potential. Performance for Growth is one of the key mechanisms through which we will together achieve the University of Galway Strategy "Shared Vision, Shaped by Values".

## 3. Scope & Principles

Performance for Growth applies to all staff of University of Galway, whether employed on a full- or part-time basis. This Framework operates alongside all other University policies and procedures.

## 4. Definitions

**Reviewee:** Everyone working in University of Galway defined to be within the scope of the framework will be a Reviewee.

**Reviewer:** The Reviewer of an individual is normally their direct Line Manager.

**(Organisational) Unit:** Any College, School, Institute, Professional Services Unit etc. of the University of which the Reviewee is a member.

**Objectives:** A description of the contributions agreed between the Reviewer and Reviewee, which are aligned with the University of Galway Strategy and the relevant Organisational Unit plans which the Reviewee plans to deliver during the year ahead.

**Development Plan:** A set of development activities to help staff to improve particular skills, competencies or behaviours that support performance in the current role, as well as consideration for future career planning. These are agreed between the Reviewer and Reviewee following a developmental conversation.

## 5. Principles



Performance for Growth is underpinned by the University's commitment to ensure all of its staff have the opportunity to:

- i. Have a clear understanding of what is expected of them in their role, both in terms of what they will do and how they carry out their work, aligned with University of Galway strategy; (i.e., refer to job descriptions, or updated roles and responsibilities.)
- ii. Understand how their role contributes to the success of their School/Unit and the University as a whole;
- iii. Reflect on their contribution and any challenges they are experiencing, and receive feedback and guidance on their contribution in a supportive and constructive manner;
- iv. Discuss and be supported in their development needs for their current role and for their career aspirations;
- v. Contribute to an inclusive workplace culture where diversity and equality are valued.
- vi. Reflect and invest in their own wellbeing in the University.

Performance for Growth provides the opportunity for all University of Galway staff, together with their line manager, to set their objectives/goals for the year (or defined period), followed by the opportunity to review and discuss how those goals/objectives are progressing.

Performance for Growth is a key activity for facilitating every staff member of the University to contribute fully to University of Galway's mission and vision and to achieve their full potential. It is informed by and supports the University strategy.

## **6. Responsibilities**

### **6.1 Reviewer Responsibilities**

The role of the Reviewer is to provide context to the Reviewee on how their role and contribution links to the strategy and goals of the School/Unit and to provide feedback for skill and personal development and assist with goal setting. They are also responsible for meeting with the Reviewee and actively listening to and taking on board their contributions to their role. In doing so, they are required to ensure that the outcomes of the process are positive for the performance of both the Reviewee and University of Galway. The Reviewer is responsible to complete the training provided prior to performing a review.

### **6.2 Reviewee Responsibilities**

The role of the Reviewee is to reflect on their overall contribution to University of Galway and relevant sub-Unit(s) of the University and consider their contribution for the coming year(s). They are required to engage positively with their Reviewer to gain clarity on their role and contribution, take feedback on their performance on board, and provide support and insight for their development and career options.

## **7. Review of the Framework**

The framework will be reviewed after 2 years to assess its implementation and address any changes required to further support its operationalisation and further support staff and managers in its implementation.

## **8. Procedure for implementing the Policy**

The Procedure to be followed in implementing this policy is set out in a separate document.