

Performance Management Development System Policy

Fostering Individual Talents in an Ever Changing World

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1. INTRODUCTION

The TU Dublin Performance Management and Development System (PMDS) supports staff development and engagement by enabling every employee to actively engage with the university's shared purpose and contribute to the delivery of our strategic plan.

The PMDS system identified individual and strategic learning needs that champions a passion to excel and enable staff to achieve their full potential. PMDS is a continuous engagement process so that staff can explore learning opportunities to enhance skills and competences, develop agility and adaptability for future career progression. It also provides opportunities to clarify performance expectations, identify supports, practical or otherwise a staff member may require and in parallel the opportunity to reflect and celebrate personal achievement, success and contribution.

One of the greatest strengths of PMDS is the opportunity it creates for staff to take personal responsibility for continuous improvement at each stage of their career.

2. SCOPE

2.1 PMDS applies to all staff on a minimum of a one year contract with the University.

2.2 PMDS meetings will ideally take place once a year but at least every two years. Staff members who are in receipt of fee support for the pursuit of advanced qualifications **must have their meeting once every year**. It is a requirement of the Fee Support Scheme that progress is reviewed through PMDS on an annual basis.

2.3 There is no link between the University's PMDS and pay, promotion and discipline.

3. PEOPLE STRATEGY

3.1 The TU Dublin People Strategy recognises the strategic importance of career development. Career development is the ongoing process of education and development enabling staff to maintain their competence and increase their proficiency and expertise. TU Dublin supports continuing staff development (CSD) covering the widest range of skills, knowledge and behaviour, which underpin success and allow all staff feel a sense of ownership and engagement in all core TU Dublin processes.

3.2 Our university acknowledges the value of recognising staff contribution and the part this plays in staff retention. PMDS is identified as a key process that enables TU Dublin to support staff in a way that encourages the sharing of challenges, achievements, aspirations and development opportunities, to engage staff at every level in the ongoing achievement of the University's goals. PMDS is one of the most critical components in the promotion of staff achievement.

4. PRINCIPLES UNDERPINNING PMDS

4.1 Self-Reflection

PMDS is a planned formal process of self-reflection, self-evaluation and structured discussion aimed at professional and individual career development. It is not meant to be a judgmental process but a *developmental* process. A two-way conversation allows for open and regular discussions between a staff member and their manager who can provide assistance in developing potential. In order for PMDS to work effectively, staff need to take ownership of the process and self-reflection will be pivotal to achieving value.

4.2 Team Development Plans (TDP) School / Function Goals and Priorities

Team development plans identify goals and priorities and provide direction to managers on where people need to be directed, in both the shorter and longer term. The performance management cycle ensures that each employee gets the direction needed matched with recognition and feedback. PMDS recognises the strong link between these goals and priorities and the activities of staff. Within such a system not all individual actions may be met, given the limited resources available. Priority will be given to the development, skills training and actions related to the goals and priorities of the School / Function which ultimately contribute to the achievement of the university's strategic goals.

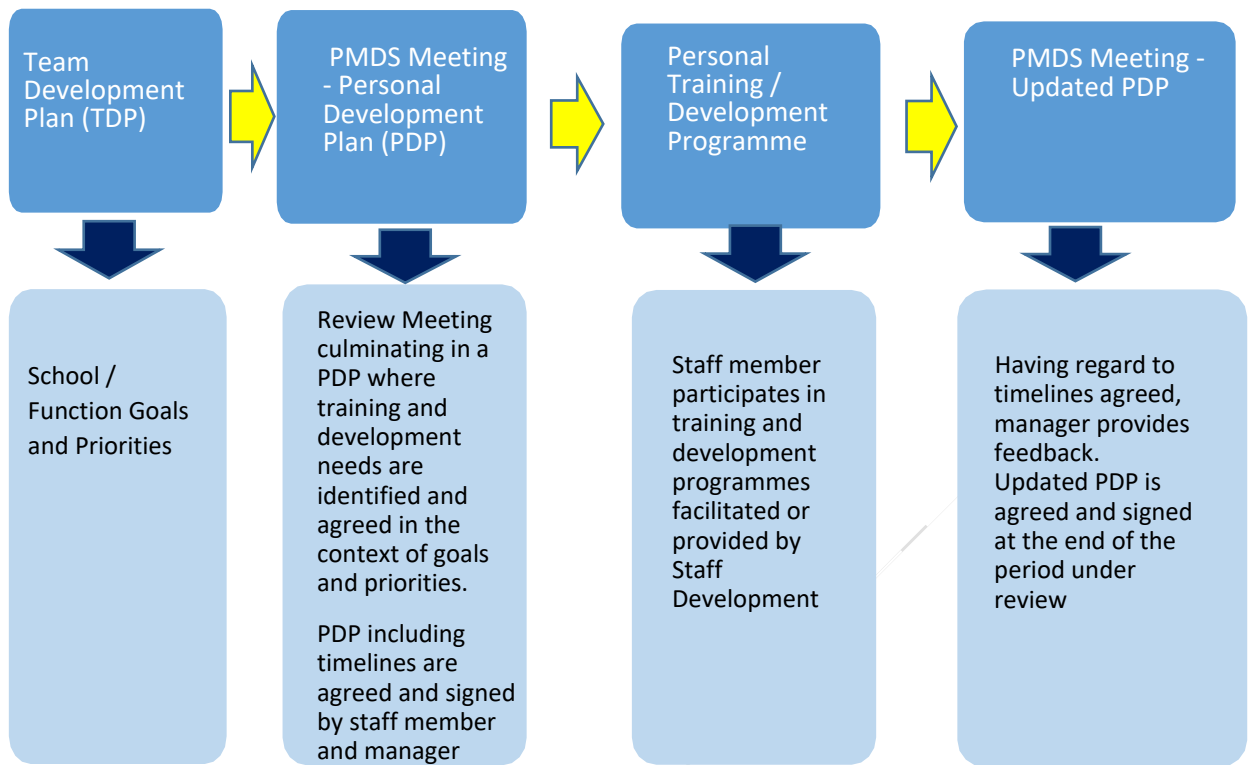
4.3 A Culture of Continuous Learning and Development

By providing a structured opportunity for discussing development, skills training and support actions, staff can ensure they are focused on learning and development that is relevant to their work objectives and career goals. By being part of the process, staff take responsibility for their own development and learning actions.

4.4 Communication

PMDS opens up the opportunity to develop clear, structured channels of communication and promotes on-going two-way feedback between the staff member and their manager, fostering trust which supports staff engagement and overall staff retention.

5. PMDS at a Glance



A continuous cycle of engagement and communication between the staff member and their manager

6. PMDS OVERSIGHT AND MONITORING

The President of TU Dublin champions PMDS. PMDS requires a significant financial investment and human resource commitment from every staff member in the university.

Since training needs are captured through the Online Survey Tool, this helps to create an overall perspective on training and development needs for the university as a whole. This enables the development of staff development strategies and interventions to best meet those needs. It also facilitates the development of HR metrics to focus on talent management. One measure should be aimed at ensuring TU Dublin is developing employees to meet current and future skill requirements in a cost-effective manner. The evaluation of training interventions will therefore focus on improvements in performance not simply activity measures e.g. number of days training. A PMDS Oversight and Monitoring Group is in place support the overall effectiveness of the PMDS process.

- 6.1 PMDS Oversight and Monitoring Group. This group comprises off up to 10 management representatives from across the University including representation from Human Resources, Staff Development, Finance and our Social Partners.

Reporting to the University's Executive Team, this group will:

- oversee and monitor the roll out of this policy across TU Dublin
- working through HR, periodically review the policy and make recommendations on policy revision as appropriate
- review compliance reports based on PDPs on an annual basis
- working through HR, make recommendations to support staff development strategies in the context of overall training and development needs arising from the Online Survey Tool statistical reports
- make recommendations on other organisational supporting structures that might facilitate PMDS
- make recommendations to promote achievements directly resulting from PMDS processes
- develop and monitor appropriate KPIs

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