

Roles

Everyone has a role or responsibility to play or act in a performance conversation. This document provides broad guidance on these roles.

The Reviewer

Often referred to as the line manager has:

- Responsibility to start the process, and engage with the staff member.
- To work with the employee to develop their smart objectives.
- To review the staff member's past performance and set the meeting to date
- Identify Training Needs in consultation with the staff member.
- Listen to staff member and be cognisant of the barriers staff may meet in their work, and the supports they require to perform.
- Listen and act on feedback.
- Agree clear priorities, directions and performance standards for the Reviewee and performance objectives
- Provide guidance to the Reviewee
- Evaluate performance objectives – have they been achieved?
- With Reviewee arrange for feedback or coaching to be sought from appropriate sources relating to performance
- Discuss performance development and career development (optional) opportunities as agreed with the Reviewee.

The Reviewee

The staff member has a responsibility to:

- To self review past performance
- To write up the initial objectives for their role based on the overall Departmental Strategic plan, and the team goals in co-operation with their Reviewer
- Identify Training Needs
- Discuss any barriers or issues that may impact on performance
- Take constructive feedback given by the Reviewer
- To attend at the review meeting.
- Maximising potential and work towards personal career aspirations, and goals
- Provide feedback as appropriate to the Reviewer

The Head of Area/School

The Head of Area/School retains full responsibility for the operation of performance management in their own area. Where they have not conducted the review personally, they still must sign off on the completed review of each employee in their own area. All Heads of Areas can access training with the aim of ensuring that they get maximum benefit from the process. The key responsibilities of the Head of Area/School will be to:

- Ensure objectives, established by the Reviewee and Reviewer, are in line with the goals and strategies of the School and the College where appropriate.
- Oversee the Reviewer's role in relation to the scheme and ensure the nominated Reviewees in their area are fully briefed about the priorities for the Unit in terms of setting and agreeing individual objectives
- Evaluate effectiveness of scheme in their Area.
- Compile overall training and development plan/summary for their Area and forward to the Human Resources
- Ensure reviews in their area are conducted fairly
- Feed into the ongoing review of the process
- *Note briefings will be prepared and delivered for Heads of Areas in the new future.*

Learning and Development Unit

- Advise and Assist Managers on the process
- To direct to appropriate supports where required on staffing matters
- Make available appropriate best practice training initiatives to assist managers and staff in completing performance review
- Develop the policy
- Maintain, in conjunction with HRIS, and the provider, the IT system.