



LIVERPOOL  
HOPE  
UNIVERSITY

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# Integrated Performance Management Strategy and Policy Framework

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# Performance Management Guidelines at Liverpool Hope University

These guidelines are designed to ensure a consistent, integrated approach to performance management at Liverpool Hope University, promoting continuous improvement and accountability.

They provide the context in which the Performance Management processes should be used.

These guidelines ensure that performance management at Liverpool Hope University is comprehensive, transparent, and aligned with strategic objectives, fostering a culture of continuous improvement and accountability.

## 1. Purpose and Rationale

- **Objective:** Establish a clear understanding of performance management's role at Liverpool Hope University.
- **Approach:** Recognize that effective performance management involves an integrated, ongoing process rather than a single intervention.
- **Goal:** Support the University's vision as set out in its Strategic Plan 2023-2028 and its underlying strategies: Learning, Teaching and Assessment; Research, Scholarship & Knowledge Exchange, People, Estates, and Digital.

## 2. Aligning with Stakeholder Expectations

- **Stakeholder Responsibility:** Acknowledge the University's diverse funding sources—including students, government, and private bodies—who expect accountability and excellence at every level.
- **Framework Purpose:** Develop strategies and indicators that allow transparent monitoring of performance, integral to the University's corporate governance.

## 3. Integration with Corporate Strategy

- **Strategic Alignment:** Embed performance management within the University's broader corporate strategy, connecting it to workforce planning, recruitment, retention, and career development.
- **Cultural Objective:** Cultivate a culture where staff are empowered to manage their performance through constructive feedback and self-assessment.

## 4. The Performance Management Process

- **Definition:** Performance management at the University ensures that individuals, teams, and the organization work towards shared goals.
- **Focus Areas:**
  - Progress Monitoring: Track and communicate progress against set objectives.
  - Decision Support: Provide data for informed decision-making.
  - Outcome Linking: Align actions with outcomes.
  - Organizational Learning: Promote continuous learning and growth.

## 5. Strategic and Integrated Approach

- **Strategic Focus:** Address broad, long-term goals within the performance management framework.
- **Integration:** Ensure performance management is interconnected with the University's core activities, people management, and team dynamics.

## 6. Performance Monitoring

- **Levels of Monitoring:** Assess performance at corporate, departmental, and individual levels, focusing on critical areas for improvement.
- **Objective Awareness:** Make sure all employees understand the University's key objectives and their role in achieving them.

## 7. Staff Development

- **Continuous Development:** Invest in staff development at every career stage, aligning personal growth with the University's strategic goals.

# Organizational and Individual Requirements for Effective Performance Management

## 1. Organizational Requirements

- **Culture of Responsibility:** Foster a culture where continuous improvement is a shared responsibility among all staff, emphasizing strong relationships and clear expectations.
- **Collaborative Process:** Treat performance management as an ongoing, collaborative effort that applies to all employees.
- **Holistic Integration:** Ensure performance management permeates all levels and functions of the University.
- **Commitment to Action:** Align University actions with performance management principles, ensuring fairness and transparency in addressing performance issues.

## 2. Individual Requirements

- **Self-Management and Feedback:** Equip individuals with the tools and feedback needed to manage their performance effectively, encouraging continuous skill and knowledge renewal.
- **Support for Personal Development:** Provide constructive feedback that supports both personal growth and organizational alignment.

## 3. The Performance Management Process

- **Clear Systems and Procedures:** Establish transparent systems for ongoing dialogue about performance, with mechanisms to monitor the impact on organizational outcomes.

- **Tailored Approach:** Develop a simple, accessible, and effective performance management process that is easy for all employees to engage with.
- **Integration of Objectives:** Ensure organizational objectives inform team and individual goals, with feedback shaping future plans.
- **Barrier Identification and Support:** Use performance management to identify and address barriers to success, offering tailored support where needed.

#### 4. Performance Management Framework

- **Robust and Fair Framework:** Implement a fair, consistent framework for managers to follow throughout the performance management process.
- **Enhancing Effectiveness:** Clarify roles and responsibilities across all levels, linking performance management to planning, budgeting, and resource management.
- **Performance Review Structure:** Create a consistent performance review process that holds staff accountable across all departments.
- **Recognizing and Challenging Performance:** Reward good performance and address underperformance, promoting a culture of continuous improvement.
- **Prioritization and Data Usage:** Clearly communicate priorities, using timely and accurate data to inform decisions and track performance.

### Performance Management: Individual and Organizational Perspectives

#### 1. Individual Perspective

- **Inclusion in Framework:** The performance management framework should address all stages of an employee's career, from induction to succession planning.
- **Continuous Process:** Performance management should be an ongoing process, supporting staff throughout their employment.
- **Positive Focus:** Emphasize the positive aspects of performance management, with poor performance seen as an exception.

#### 2. Organizational Perspective

- **Key Performance Issues:** Align performance management with the University's strategic priorities, assessing progress through governance structures.
- **Communication:** Ensure performance-related issues are communicated transparently across the University.

#### 3. Underlying Principles

- **Strategic Alignment:** Align individual and organizational performance with the University's strategic goals, ensuring fairness and transparency.

- **Principles Governing Obligations:**
  - Engagement: Hire individuals whose skills and values align with the University's mission.
  - Information Sharing: Keep staff informed about the University's direction and expectations.
  - Valuing Development: Encourage ongoing professional development and scholarship.
  - Fair Management: Manage staff through fair and flexible processes.
  - Capability Development: Foster both individual and organizational growth.
  - Feedback: Provide honest, evidence-based feedback.
  - Motivation: Inspire staff to achieve high performance and take pride in their contributions.

These guidelines ensure that performance management at Liverpool Hope University aligns individual and organizational goals while upholding principles of fairness, transparency, and continuous development

# Integrated Performance Management Strategy and Policy Framework

## Introduction

### Purpose and Rationale

The purpose of this document is to develop a clear understanding of what is meant by 'performance management' at Liverpool Hope University.

Liverpool Hope acknowledges that performance management is not a single intervention that can be implemented easily. It requires a carefully integrated range of activities to be successful. The development of a holistic performance management framework at Liverpool Hope is intended to support the ambition of the University and its strategic plan and supporting enabling strategies.

The performance management framework consists of strategies, plans, policies, and indicators that enable our performance to be effectively and efficiently monitored in an open and transparent way. It is an essential component of the corporate governance framework, utilised to assess the University's success against its goals, mission and identified expected outcomes.

At the heart of Hope's performance management strategy is the aim of fostering a culture in which staff are empowered to manage their own performance and results through discussion and agreement with their manager. The University recognises that the development of such a culture will constantly evolve and can be achieved through the establishment of a working environment based on open and constructive feedback and support in which staff are encouraged to identify and address performance issues for themselves. This principle applies at the individual, team and university level thereby creating a clear link between performance and individual, area and corporate plans.

### Performance Management at Liverpool Hope

Liverpool Hope views performance management as the process through which we will achieve high levels of organisational performance. The performance management framework will do this by ensuring individuals, teams, and ultimately the organization, establishes a shared understanding about what is to be achieved. There will be an emphasis on managing, supporting, and developing staff at all levels within the organisation. It will ensure that employees who perform well are rewarded and those who under-perform are challenged.

Performance management at Liverpool Hope is:

- a way to check and communicate progress against objectives.
- a process to inform decision-making.
- a way to link actions to outcomes; and
- an opportunity for the organisation to learn and progress.

It will be:

- Strategic – focusing on broader issues and long-term goals.
- Integrated – linked to core University activity, people management, and individuals and teams.

An integral part of this approach is the need to monitor performance both at corporate, school, departmental and individual level against measures that have been identified as improving performance.

For performance management to work well it is crucial that employees fully understand the organisation's key objectives, the reasons behind them and what contribution they all make to achieving them. It is also crucial that we develop all our staff at every stage of their careers to help them realise their full potential.

### **Organisational Requirements**

Effective performance management at Liverpool Hope University requires the need to establish a **culture** in which individuals and groups at all levels of the University take responsibility for the continuous improvement of academic and business processes and of their own skills, behaviours, and contributions. It is about **sharing** expectations. It follows that performance management is about **interrelationships** and about improving the quality of relationships between managers and individuals, between managers and teams and between the University and other key stakeholders that operate at Liverpool Hope and therefore is a joint process. It is about **planning** - defining expectations expressed as objectives and in strategic documents and plans both corporately and locally. It is about **measuring** the identified objectives; it applies to all **employees** not just managers and **teams** as much as individuals. It is a **continuous** process, not a one-off event. Finally, and of foremost importance, it is **holistic** and should pervade every aspect of University operation.

It is critical that the University 'commits' to what we say about performance by modelling what we do. Employees are then more likely to feel that they are treated in a fair and open manner and will place importance on their performance management.

### **Individual Requirements**

Individuals at all levels within Hope are more likely to effectively manage their own behaviour and results when given appropriate information with which to make a judgment, the skills to organise themselves and honest, descriptive feedback - these approaches are incorporated in this framework.

Achieving Hope's corporate goals depends on staff having and renewing the skills, knowledge, and commitment to their role: this framework encourages such an approach.

### **Performance Management Framework**

The performance management framework is robust, providing a clear, coherent, fair, and

equitable framework for managers to use throughout any phase of the performance management process.

We will make our performance management arrangements more effective by:

- Continuing to ensure clarity around the roles and responsibilities of the Council, relevant Committees, Senior Management, Managers and Employees at all levels for performance.
- Ensuring a framework which links performance to future corporate planning, budgeting and resource management and enhances the collective intelligence of the University.
- Developing a performance review structure which holds staff to account, replicated from top to bottom and across faculties, schools, and departments.
- Recognising good performance and challenging individuals where performance falls short.
- Developing a culture of continuous improvement across the University.
- Clearly stated priorities which are understood by members of staff at every level.
- Timely, accurate and relevant data is used to inform decision making; and that
- Systems are in place which easily capture and clearly report performance data.

### **Individual Perspective**

From an individual perspective induction, probation, appraisal, mentoring, promotion, employee development, career development, succession planning, rewards, capability, and discipline should be included in this framework.

This encapsulates the underlying principle that performance is an on-going process that takes place from the time an employee joins the organisation until they leave and should be used in that time to support and develop people throughout their employment at the University.

Performance Management should, by its very nature, embody the positive aspects of performance and while it is accepted that there will be cases of poor performance; these should be the exception not the norm. The framework facilitates explicit links between each phase of the performance management process, e.g., appraisal outcomes will be used to inform the promotion process along with other relevant data and acknowledges occasions when capability and disciplinary procedures may need to be invoked.

### **Organisational Perspective**

From an organisational perspective the key performance issues have been identified in the Strategic Plan and supporting strategies and policies. Progress against these will be assessed, via the governance structure of the University and at a local level. Relevant performance issues will be communicated across the University by the relevant senior manager or via corporate announcements.

## **Underlying Principles**

The University regards its obligations and those of its managers as being governed by the following principles:

- Engaging people with skills, knowledge, abilities, professional credentials and values that are congruent with those of the University.
- Sharing information about the University's direction, stakeholder requirements, individual and team roles and expected outcomes to enable continuous improvement in the context of changing internal and external demands.
- Valuing and developing individual scholarship and professional activity.
- Managing staff through processes that are procedurally fair, transparent and encourage flexibility and responsiveness in work arrangements.
- Attempting to develop staff and organisational capabilities to reach the University's goals and targets.
- Providing honest, evidence-based feedback to enable monitoring and adjustment of performance.
- Motivating staff to perform at a high level with pride in their achievements.