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V1	original policy 2008
V1.1	Minor changes (job titles)



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 ultimately to support the ambition of the University to be 'fully and confidently a top-quality teaching led research-informed Mission focussed liberal arts inspired University' and the evolving organisational change process that is taking place to support this ambition. Equally the impact of local and national imperatives provides the opportunity to fully align this framework with the further enhancement of the Corporate Plan, Deanery and Departmental strategies, Reshaping the Workforce and the National Framework Agreement.

Liverpool Hope is, funded by students, government, non-government and private bodies and has an obligation to address the requirements of these stakeholders. Furthermore, these stakeholders increasingly expect institutions like Hope to be able to demonstrate effective performance at both the macro and micro levels.

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

It will be viewed as part of the University's overall corporate management strategy. It will be linked to other change management approaches such as workforce planning, recruitment and retention, performance review, career development etc.

At the heart of Hope's performance management strategy is the aim to foster 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 take time to evolve, but it 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 organisation 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 – focussing 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, 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 corporate 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 in order 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. Lastly and importantly it is **holistic** and should pervade every aspect of running the University.

It is critical that the University 'commits' to what we say about performance by what we do. Employees are then more likely to feel that the way they are dealt with is fair and open and will also take the issue more seriously.

Individual Requirements

Individuals at all levels within Liverpool 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 University's corporate goals depends on staff having and renewing the skills, knowledge and commitment to their role, this framework encourages such an approach.

The Performance Management Process

Clear, consistent systems and procedures are needed to support the ongoing dialogue with employees on performance management and provide feedback on how this is impacting on delivery. The emphasis will be on developing an approach tailored to help the organisation and its employees to perform well which is not too complex for the benefits it delivers. Whatever the approach, everyone should know where to find information about performance management and be able to access it whenever they need to.

Performance management needs to operate at organisational, team and individual level if it is to be effective. This means that organisational objectives inform the development of team and individual objectives, but also that individuals and teams are able to feedback issues from the "front-line" in order to support the development of future organisational objectives and plans. Using this approach helps to ensure that support and development opportunities are appropriate, helps to identify any barriers to implementation and can assist with determining better measures of effective performance.

Performance Management Framework

The performance management framework will be 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 deaneries 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 with 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 Corporate Plan. 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

An effective performance management system needs to facilitate alignment between the strategic direction of the University, its various organisational units and teams, and the performance of individual members of staff, while also ensuring that the core principles upon which it is founded provide for a fair, equal and open process for assessing, monitoring and reviewing performance. The University regards its obligations and those of its managers as being governed by the following principles:

- Engaging people with the 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