

Performance Management & Development System (PMDS) Framework

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Part A: Policy and Procedures

Policy Statement

Technological University Dublin (TU Dublin / the University) is committed to the promotion of an ethos that recognises the individual contribution of colleagues in the advancement of the university and supports all staff to fulfil their professional and academic potential.

Performance Management Development System (PMDS) provides an opportunity for all of our staff to realise their maximum potential, in a continuous process of engagement whereby managers and staff can explore possible learning opportunities to enhance skills and competences, develop agility and adaptability for future career progression. It also provides opportunities to clarify performance expectations in relation to specific roles and in relation to the overall university strategy. PMDS identifies any supports, practical or otherwise a staff member may require. It provides opportunity for staff to take personal responsibility for continuous improvement at each stage of their career and finally it provides an opportunity to reflect and celebrate personal achievement, success and contribution and discuss the learning outcomes from those achievements.

The TU Dublin PMDS policy was designed in partnership with key stakeholders; management, staff and unions and it is a nationally agreed process. "Performance management can be seen as a process for establishing a shared understanding about what is to be achieved, how it is to be achieved and an approach to managing and developing people that increase the probability of achieving success" extract from Partnership 2000.

1. TU Dublin People Strategy

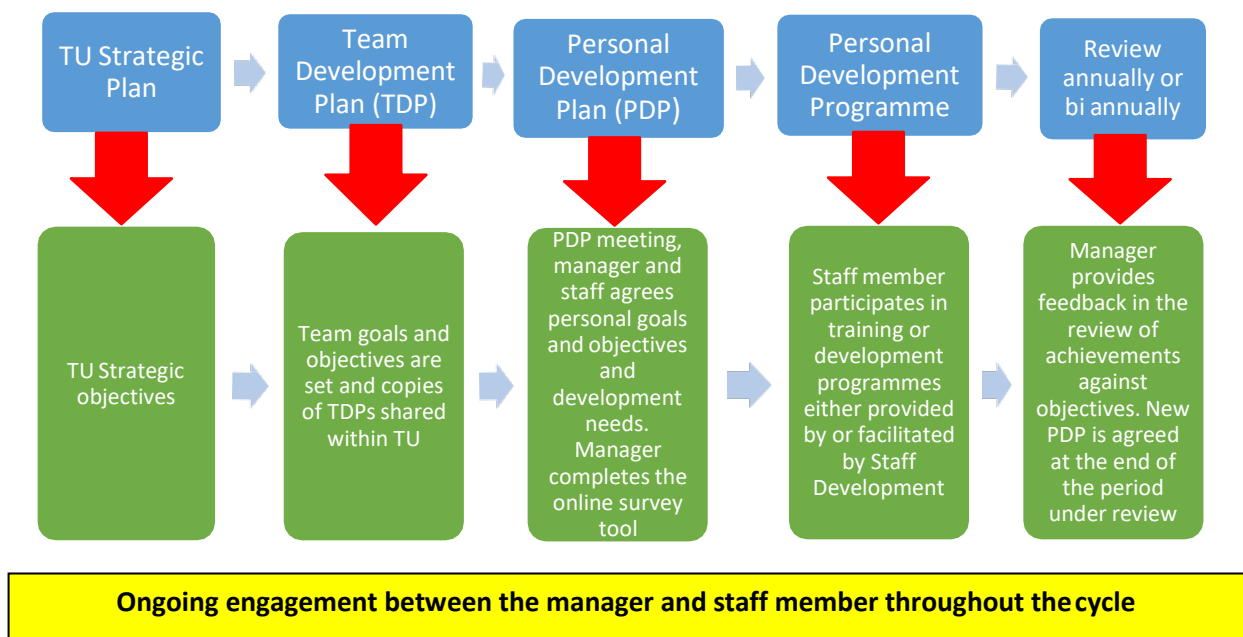
The TU Dublin People Strategy recognises the strategic importance of career development. Career development is the ongoing process of education and development enabling staff to maintain their competence and increase their proficiency and expertise. TU Dublin supports continuing staff development (CSD) 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.

TU Dublin 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.

To acknowledge the contribution that our staff make to the success of the TU Dublin, the People Strategy supports a culture of feedback and recognition within formal and informal settings and in this regard, PMDS is one of the most critical components in the promotion of staff achievement.

2. The Performance Management Development System Framework

The PMDS framework is designed to identify all of the training and development requirements, enabling the development of programme to meet those needs



3. TU Dublin Strategic Plan

The University sets out its strategic direction, priorities and key objectives within the TU Dublin Strategic Plan. Contribution to its development and implementation of the plan lies with all colleagues in the University and every colleague has a role to play in its success. The Strategic Plan forms the basis of discussions with and reporting to the Higher Education Authority (HEA) in respect of TU Dublin strategic priorities. The Strategic Plan will provide the overarching framework for the development of local Team Development Plans (TDPs) within Colleges, Schools and Professional Services.

PMDS is a process whereby all staff members have an opportunity to contribute to the development of specific initiatives and action plans for their College, School or functional area.

4. Team Development Plan (TDP)

The TDP identifies key objectives for a College, School or Professional Services area in alignment with the strategic plan for the University and sets out team goals relevant to the academic or functional area that have been agreed as part of the TDP development process. It is a manager's responsibility to develop a TDP in an inclusive way, and therefore each staff member has an opportunity to contribute to the development of the TDP. TU Dublin aims to publish all TDPs on the staff intranet. A Team Development Plan Template may be viewed [here](#).

5. The PMDS Meeting

The PDP meeting is the primary opportunity for each individual staff member to play a unique role in identifying and agreeing personal goals and objectives aligned to the overall direction and strategy of TU Dublin and their local TDP, and to agree individual development needs. The meeting itself should be an enjoyable and positive experience and each staff member should have confidence in knowing that at the end of the meeting they will have agreed a Personal Development Plan with their managers to support their career development over the following two years.

Staff members have an opportunity to explore training and development needs in line with their current role and career progression.

The meeting also provides an opportunity for managers to acknowledge success and achievement and the contribution that a staff member has made over the period under review.

Finally, this is an important opportunity to identify any barriers that might exist and facilitate a discussion as to how the staff member can be supported to reach their full potential.

Managers and staff should be aware that the PMDS meeting is not a substitute for normal day-to-day feedback meetings, or progress meetings which are considered a critical management responsibility.

5.1 The PMDS Form (Appendix 1 and at [link](#)¹).

The purpose of completing the PMDS form by the staff member, is to help to prepare for the meeting and focus the discussion on three key areas

1. Review of achievements and outputs
2. Goals and outputs agreed for the next period
3. Support needed

The staff member sends a copy of the form to the manager at least two weeks in advance of the planned PDP meeting. There is no requirement to send the form electronically. This gives the manager time to fully prepare for the meeting and to give due consideration to the form completed by the staff member in advance of the meeting.

The PMDS Form is a confidential document between the staff member and the manager. It is not saved on the personnel file for example, nor shared with any other manager. It can only be used for the purposes intended (i.e. it should not be used as an Employment Reference or material to support promotion) and it is shredded after the PMDS cycle ends, or if the staff member resigns or is moved to another position within TU Dublin.

¹ Attached to the form are sets of guiding questions both for managers and staff members. These questions should focus attention, prompt reflection on the key areas, and ensure a quality PMDS experience

5.2 Preparation for the meeting

Managers have a particular responsibility to ensure they prepare adequately for the PMDS meeting². In advance, they should ensure they have undertaken the training that is provided by TU Dublin, particularly the *PMDS General Awareness Session for Managers and Staff*. See also section 6 below. In advance of the discussion they should be clear about the key areas to be discussed, and should ensure all the practical arrangements are in place prior to the meeting.

Staff members should be confident that the time allocated is sufficient to allow for a discussion (normally up to 60 minutes), and that the meeting is held in a confidential area and free from interruptions.

5.3 Frequency of meetings

The PMDS meeting will take place **at least once every two years**. The plan may include a review period at intervals which will be agreed with the staff member, for example, after the first year. This keeps the Personal Development Plan current, as it may be adjusted to accommodate changing operational needs.

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 TU Dublin Fee Support Scheme that progress is reviewed through PMDS on an annual basis.

5.4 Progression

Academic Managers have a responsibility to ensure that the requirements for Progression³ are discussed at the PMDS meetings of Assistant Lecturers around,

- Qualifications
- Activities the staff member should become involved in that would help meet the requirement for 'Demonstrated Performance, Ability & Experience'.
- Areas of Research & Scholarly activity appropriate for the staff member

5.5 TU Dublin supports

The various supports available in TU Dublin e.g. the Learning, Teaching & Technology Centre and workshops, the Staff Development programmes and courses, the TU Dublin Fee Support Policy, the TU Dublin Fee Waiver Scheme and supports available through research & enterprise services should be explored during the PMDS meeting.

In addition, the training requirements relating to Health and Safety, General Data Protection Regulations, legal updates should also be discussed and feature within the PMDS meeting

² See *Guiding Questions for Managers*

³ *Guidelines for Progression on HR Website*

6. Personal Development Plan (PDP)

During the meeting, having talked through the following sections on the PMDS form;

- 1. Review of Achievements and Outputs**
- 2. Goals and Outputs agreed for the next period**
- 3. Supports required**

Question 4, the Personal Development Plan will be agreed.

If this is a first PDP meeting following probation, then discussion during the probationary process serves as the “look back” for the purposes of review.

Where it is a first PDP following promotion or reassignment to another role for example, then it may not be possible to review objectives from the previous PMDS cycle. However, this should not deter the staff member recording achievements from the previous role and other achievements and progress made.

6.1 Completing the Personal Development Plan

The PDP captures the training and development needs required for the staff member’s current role and for future career progression. The training and development needs agreed must be realistic and must take cognisance of the amount of resources available and the key priorities of TU Dublin.

Once the PDP is agreed, the manager must complete the Online Survey Tool to capture PMDS outputs after each individual PDP meeting. This must be completed even if there are no training and development needs identified that can be met by Staff Development and the Learning Teaching & Technology Centre. All of the information collected in the survey is treated as confidential. The information provided by each staff member will only be used to identify staff training and development needs and to record the number of PDP meetings that have taken place to inform the university’s compliance rates.

Once the manager inputs the information on the Online Survey Tool, the system will generate a report, and this report should be shared with the staff member.

At the end of the meeting, the PMDS form will be signed by the manager and the staff member and a copy of the signed form should be given to the staff member.

7. Training and Support for PMDS

Training to support PMDS is part of the national agreement. Initially, external trainers will be used to provide training and support in the use of the PMDS. This arrangement may be revised as the PMDS system rolls out.

The trainers will also provide or facilitate the following types of courses and workshops. (Course details are provided in Appendix 2)

- PMDS General Awareness Session for Managers and Staff
- PMDS Preparation Training for 'Teams' about to start on the PMDS process - including more detailed awareness and training on the PDP (Personal Development Plan) process.
- Team Development Plan Facilitation
- Individual and small group PMDS coaching sessions

8. Engagement with PMDS

Each staff member has a responsibility for their own career development. Engaging with PMDS is a critical requirement and enables staff to directly influence their own career path within TU Dublin. In preparing to engage with PMDS, each staff member should

- Be aware of the Team Development Plan for their area and if required seek a briefing in advance of the meeting
- Consider how to personally contribute to the achievement of the team objectives
- Give plenty of time to think about the questions on the PDP form in advance of meeting⁴
- Send a copy of the PDP form to the manager at least two weeks in advance of the meeting
- Understand what mandatory training, for example, Health and Safety, legal updates, GDPR, is required for your role
- Prepare in advance for discussion on career goals and aspirations and any supports that are required in a confidential forum
- Be prepared to explore all available training opportunities
- Commit to a review period (within the life of the plan) as appropriate to give you an opportunity to revise goals and monitor the update of training and development opportunities.
- Staff have a responsibility to ensure they engage with staff development services and respond, attend and participate in the training courses they have agreed within the PDP.

9. Supporting information and related policies:

1. PMDS Training
2. Full details on the PMDS process including an Explanatory Handbook are available on the staff intranet
3. PMDS Personal Development Plan (PDP) Form – **Appendix 1**
4. PMDS Checklist
5. Staff Development Programme
6. Learning Teaching & Technology Centre website
7. Health and Safety Training policy
8. IT Competence Model & Skills Matrix
9. Online survey for capturing training and development outputs from PMDS

⁴ See *Guiding Questions for Staff*

Other related policies:

1. Staff Development Charter
2. Fee Waiver Policy
3. Fee Support Policy
4. Leadership Development Programme
5. Mentoring Programme
6. Staff Induction and Probation Policy
7. Study & Examination Leave
8. Mandatory Training

10. QUERIES**TU Dublin – Blanchardstown Campus**

E-Mail: hr.blanchardstown@tudublin.ie

Contact: Human Resources Manager

Tel: 01 885 1018

TU Dublin – City Campus

E-Mail: hr.grangegorman@tudublin.ie

Contact: Head of Human Resources

Tel: 01 220 5041

TU Dublin – Tallaght Campus

E-Mail: hr.tallaght@tudublin.ie

Contact: Human Resources Manager

Tel: 01 404 2120

PART B. Oversight and Responsibilities (structures to be agreed within TU Dublin)

The President of TU Dublin champions PMDS

PMDS underpins the University ethos to support and maintain a highly skilled workforce, facilitating all staff to fulfil their professional and academic potential, by providing equal opportunity to training and development programmes.

Since PMDS requires a significant financial investment and human resource commitment, TU Dublin has structures in place to continually monitor the effectiveness of the process, monitor compliance rates and the quality of the delivery of the training and development programme outcomes.

1. TU Dublin Oversight Structures



2. The Joint Implementation and Monitoring Group (JIM Group) or equivalent on Blanchardstown and Tallaght Campuses

The JIM group (comprising lay trade union and management representatives) has responsibility

- To monitor and oversee the roll-out and implementation of PMDS and its priorities
- To seek reports on compliance with PMDS processes
- To make appropriate recommendations to the University senior leadership team with regard to PMDS

The JIM group plays an active role in encouraging all areas of the University to engage with PMDS and ensure that they have published Team Development Plans that have been developed through the involvement of staff members.

3. Staff Development Committee or equivalent on Blanchardstown and Tallaght Campuses

The Staff Development Committee meets at least three times per academic year. In conjunction with the Head of Staff Development, and through consultation with college executives/senior management teams and local staff development committees, the Committee has responsibility for:

- Formulation of staff development policies
- Review and update of staff development policies
- Approval of the Annual Staff Development Plan
- Monitoring and reviewing effectiveness of staff development activity
- Approval of the Annual Staff Development Report for circulation to all staff

Particular highlights achieved through PMDS will be identified and publicised through the Staff Development Committee, Local Staff Development Committees and other as appropriate to local campuses

4. Local Staff Development Committees or equivalent on Blanchardstown and Tallaght Campuses

The Local Staff Development Committees meet at least three times per academic year. In conjunction with the Director, the College Executive/Senior Management Team and facilitated by the Head of Staff Development, they have responsibility for:

- Regularly reviewing Staff Development Plans and activities to ensure that they are meeting local and individual staff training and development needs, as identified through PMDS
- Obtaining approval from college executives/senior management teams on any proposals or recommendations on staff development matters in advance of their submission to the University Staff Development Committee

- Liaise with Staff Development and Learning, Teaching & Technology Centre to organise local 'on site' training and development programmes that are dedicated to local training and development needs.
- Communicating and liaising regularly with local staff members on all staff development matters
- Promote equity and transparency in the allocation of local staff development resources
- Regularly liaising and consulting with the University's Staff Development Committee by receiving reports, by submitting reports, by reviewing the work of the Committee, and by making recommendations.

The provision of local staff development budgets, including budgets for conference attendance, will be dependent on a satisfactory level of PMDS activity within each College and Professional Service area in the most recent two year cycle.

5. The Reviewing Manager

Every manager plays a significant role in implementing PMDS and has direct responsibility to ensure the effectiveness of the process. Managers are expected to

- Explain and communicate the benefits of the PMDS process and address any issues of concern or any areas that require clarity
- Manage the stages of PMDS, Team Development planning, and annual and interim reviews
- Accurately and fairly assess staff performances based on targets and objectives set in the previous PMDS cycle
- Discuss competency framework and requirements and how they might benefit future development⁵
- Agree a PDP tailored to each individual's needs and to support future career aspirations
- Agree objectives for future performance
- Include mandatory training requirements as part of the Personal Development Plan
- Shred the PDP form after each cycle ends
- Facilitate their staff members in participating in training programmes agreed in the PDP

6. Human Resources Committee (HRC) or equivalent on Blanchardstown and Tallaght Campuses

The HRC has responsibility for the oversight of HR activities on a delegated function basis. The committee has primary responsibility for human resource decision making and for the development, monitoring and effective implementation of

⁵ *Competency Frameworks are currently under development*

human resource policies and procedures. Implementation of PMDS and compliance rates are monitored regularly by this committee.

APPENDIX 1



PMDS Form

WHAT THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM MEANS FOR YOU

- A way for you to understand and plan priorities in line with the overall direction and strategy of the University
- A series of confidential conversations between you and your line manager
- An opportunity for both of you to review what you have achieved in the previous year
- A time for you to reflect on your strengths and potential areas for development
- A chance to jointly agree goals and a plan for the coming year
- Your time to discuss what you may need to help you develop, and the various different types of training and development that may be available to you
- A forum for constructive two-way feedback
- A systematic way of recording all the above, on a confidential basis

REMEMBERIT'S YOUR PMDS

DATE OF PDP MEETING :

To support your preparation for your Performance Development & Planning meeting, please refer to the guiding questions for managers and staff attached to this form.

You should also refer to the following PMDS support document:

- [PMDS Checklist for managers and staff](#)
- [TU Dublin Strategic Plan](#)

Your PMDS
Learn Grow Share

Name:

Staff ID:

Job Title:

Grade:

1. Review of Achievements and Outputs

1(a) What have you achieved in relation to your previous objectives?

1(b) What other achievements and progress have you made?

2. Goals and Outputs agreed for next period

(Please use the Strategic Plan, the Team Development Plan and the Guiding Questions attached to identify individual goals and objectives)

3. What support do you need?

4. *Personal Development Plan Agreed*

(Please consider the agreed goals and objectives and support required above to identify relevant staff training and development needs)

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Please note: the reviewing manager must access the [online PMDS survey](#) to record relevant training & development needs and to complete the PMDS process

While TU Dublin will endeavour to address the training needs identified within a reasonable timeframe and in accordance with the Staff Development Policy, the provision of any training will be dependent on sufficient resources being available.

| | | |
|--------------------------|-------|-------|
| Signature: | Name: | Date: |
| <i>Reviewing Manager</i> | | |
| Signature: | Name: | Date: |
| <i>Staff Member</i> | | |

If necessary, additional sheets may be added to this form

GUIDING QUESTIONS FOR MANAGERS
(To be considered in preparation for the meeting)

1. What have I done?

For all categories of staff:

- *What do you feel you have achieved in the last year?*
- *What do you see as your greatest success?*
- *Has your job changed significantly?*
- *Have you had the opportunity to work cross-functionally?*
- *What have you enjoyed most about your role?*
- *What strengths does your role play to?*
- *What have you found frustrating in your role?*
- *What training or development did you undertake last year?*
- *Do you feel your own skills need to be enhanced?*

Specifically for academic staff:

- *How have you improved your teaching?*
- *How have you contributed to the improvement of the performance of students?*
- *What research/scholarly activities have you undertaken?*

2. What do I need to do?

- *What do you think of the strategic objectives set for your area? Are we missing any? How would you prioritise?*
- *How do you think that your objectives for the coming year can assist and support overall objectives for the School/Department/Team/University*
- *Do you feel you have been consulted/included enough in planning for the School/Department/Team?*
- *Do you understand how your role fits in with the overall role of the School/Department/Team? What do you think you need to focus on in the coming year?*
- *What one thing can you do to assist in making your area more efficient?*
- *What are two or three key things that you would like to have achieved by this time next year?*
- *How do you see your development progressing from here?*
- *If you wanted to change anything within your areas in the coming year what would it be?*

3. What help do I need?

- *Did I meet the commitments I made to you last year?*
- *How can I support you in your goals?*
- *Who else can give you support? (e.g. colleagues, mentor)*
- *Is there anything we could do better as a team that would make your role more effective?*
- *Would some time in another area help to develop you?*
- *Are there any training and development programmes that may help?*
- *Is there anything you do outside work that may contribute to your development?*
- *When would you like to meet again to review this plan?*

GUIDING QUESTIONS – STAFF MEMBERS
(To be considered in preparation for the meeting)

1. What have I done?

- *What are the strategic objectives set for my area? How would I prioritise?*
- *If I had agreed objectives with my manager, which of these have I been able to achieve?*
- *Have I exceeded those goals in any way?*
- *What innovations or ideas have I come up with this year?*
- *What has got in the way of the progress I wanted to make?*
- *What have I found frustrating and why?*
- *What was my greatest success over the last year?*
- *What have I enjoyed most about my job?*
- *What concrete things do I feel I have achieved?*

2. What do I need to do?

For all categories of staff:

- *How do I think my objectives for the coming year support the overall objectives of the School/Department/Team/University?*
- *How can I make my area more efficient in the coming year? (e.g. are there better ways of doing things? Are there improvements to service that I can make? Are there areas that I can collaborate with or support my colleagues? Have I suggestions for my manager?)*
- *What are one or two things I would really like to achieve in the next twelve months?*
- *How can I contribute to improvements in the area where I work?*
- *What are one or two ideas I have had, but not yet discussed with my manager?*
- *How might changes affect what I do?*
- *How does the TU Dublin strategy affect my role?*

Specifically for Academic Staff:

- *What changes/new innovations have I introduced to my teaching?*
- *How have I contributed to enhancing the performance of my students?*
- *What research/scholarly activities have I undertaken?*

3. What help do I need?

- *Did I get the help/support that was promised last year?*
- *If not, what level of support did I get?*
- *How can my manager support me?*
- *How can people who work for me or alongside me help?*
- *What kind of learning and development might I need?*
- *How can I find out more about that?*
- *Will my training be funded?*
- *What other alternatives to courses might help me to learn? (e.g. mentoring, secondments)*
- *When can I talk to my manager about this again?*