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## PGC 8.5 STAFF PERFORMANCE MANAGEMENT

### MODIFICATIONS COMPARED TO THE PREVIOUS VERSION

EDITION	DATE	REASON FOR CHANGE
01	12/11/2015	Initial version
02	18/11/2015	Renumbering of the procedure Responsible persons
03	04/10/2021	Update of the procedure. Change of name of the IQAS to SAIC.
04	20/09/2023	Complete revision of the SAIC in form and content. The procedure (until now PGC13) is renumbered, homogenised with respect to PGC 8.5 EMU and the indicators PGC13-IND01 and PGC13-IND02 are integrated into PGC 8.5-IND01.

Elaborated:



**Director of Quality**  
Date: 20/09/2023

Reviewed:





**Vice-Rector, Faculty  
and Research**  
Date: 20/09/2023

Approved:




**Rector**  
Date: 20/09/2023

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## **1. OBJECT**

This procedure describes how the Universidad Europea de Canarias (hereinafter referred to as UEC) manages the performance of its staff as a strategic aspect of its academic and organisational management.

## **2. SCOPE**

Those professionals with a permanent contract equal to or greater than twenty hours per week and who have joined the organisation before 1 September of the current year participate in the performance management process.

## **3. RELATED DOCUMENTATION/APPLICABLE REGULATIONS**


- ✓ Internal Quality Assurance System Documentation
- ✓ HR Policy
- ✓ Document 02 AUDIT International Model: Criteria and guidelines for the definition and documentation of Internal Quality Assurance Systems in Higher Education.
- ✓ University Statutes
- ✓ VIII Convenio colectivo nacional de universidades privadas, centros universitarios privados y centros de formación de postgraduados (Spanish State Official Gazette 27 August 2019).

## **4. DEFINITIONS**

- ✓ **Teaching staff:** University teaching staff who carry out teaching and research activities.
- ✓ **Non-teaching staff:** Non-teaching staff who make up the administrative, management and service structure of the University.
- ✓ **Department:** Department
- ✓ **CGC:** Quality Assurance Committee
- ✓ **HR:** Human Resources
- ✓ **SAIC:** System of Internal Quality Assurance
- ✓ **UEC:** Universidad Europea de Canarias

## **5. DEVELOPMENT OF THE PROCESS**

The University considers the Performance Management of its staff as a strategic aspect of its academic and organisational management. For this reason, the Management Board is actively involved in the process, setting the corporate challenges, establishing the structure of objectives for each group and supervising the process of defining the individual objectives of all the University's employees.

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Performance Management is the process that guarantees the alignment of all employees around common goals and provides each member of the organisation with the necessary development resources to face the challenges of their position with guarantees. The University has a performance management model that makes it possible to evaluate the results obtained by each employee and, in relation to the objectives previously set, to promote the professional improvement of the employee in all areas (technical, pedagogical and language training, Competencies development, improvement of motivation, etc.).

In this way it is possible to assess the degree of achievement of the objectives set, the suitability of the employee's skills for the position and the company, the employee's commitment and attitude and their potential future development.

The findings from the annual performance cycle identify individual and departmental development needs, which shape employee Training plans. In addition to this, they also serve as one of the inputs that will impact salary review decisions.

Performance Management is a continuous process whose main phases are:

- The definition of objectives, which is carried out at the beginning of the defined period.
- Self-assessment and end-of-year assessment


The definition of individual objectives is based on the overall objectives of the University, as well as their translation into Department or Centre priorities. The organisation also provides a specific structure of objectives for each group, in order to guarantee the presence of the institution's key initiatives and goals.

Each department head meets with his or her staff to define the specific objectives of each department, as well as the Competencies critical to job performance and employee development goals.

At the end of the annual performance management cycle, the results achieved by each employee are assessed. The employee self-assesses the results of his or her objectives and Competencies. Subsequently, it is the employee's manager who assesses the achievement of the objectives and Competencies. Finally, they both hold the final performance meeting, in which they analyse the development of the work carried out and the employee is given the final conclusions of their assessment, as well as their final assessment mark.

The conclusions of the meeting may reflect the need to provide training to staff, for which training needs will be identified and the necessary actions will be decided.

Both the partial assessments of each of the objectives and the final assessment are evaluated according to the following scale from 1 to 5:

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Rating	Escala	Descripción
<b>5</b>	Supera claramente las expectativas	Empleado cuyo desempeño supera de forma consistente y con creces las expectativas y requisitos del puesto. Posee pleno conocimiento y dominio de su trabajo y lo desempeña con total autonomía.
<b>4</b>	Excede las expectativas	Empleado cuyo rendimiento es superior a las expectativas y requisitos del puesto. Realiza un trabajo de alta calidad y aporta una contribución significativa a los resultados de la empresa.
<b>3</b>	Alcanza las expectativas	Empleado cuyo rendimiento se ajusta a las expectativas y requisitos del puesto. No necesita más ayuda de sus supervisores que la normalmente requerida en el puesto. Demuestra un adecuado nivel de rendimiento y alcanza de forma fiable y consistente los resultados satisfactorios.
<b>2</b>	Necesita mejorar	Empleado cuyo desempeño es inferior a lo esperado y que no cumple plenamente todos los requisitos del puesto. Requiere feedback y apoyo específico para mejorar.
<b>1</b>	Claramente por debajo de las expectativas	Empleado cuyo desempeño está muy por debajo de las expectativas y requisitos del puesto. Es necesario proporcionar orientación y asesoramiento, estableciendo un plan de acción a corto plazo, claramente definido en términos de objetivos de mejora.

As the table shows, there is a target distribution to be met at a global level in the University reflected in the level in order to ensure the implementation of a culture of meritocracy, differentiation and excellence in the organisation.

Once the assessments have been completed, and before the feedback sessions take place between the person in charge and his/her collaborators, each Head of Department/Centre carries out a calibration of the resulting distribution in his/her area of activity, in order to guarantee its coherence with the overall performance and results of the department and to propose any adjustments that he/she deems appropriate.

The University uses a Human Resources software application to carry out the performance management process. The Human Resources Department carries out specific communication activities on the functioning of the application and the performance management process. All employees are provided with all the training materials necessary to carry out the process and individual consultancy services are provided on request.


Once the Head of Department and the employee have defined their objectives, Competencies and development activities, it is the employee who is responsible for registering and validating them in the tool provided for this purpose.

In the Human Resources Department, the overall monitoring of the process is carried out in the system, so as to supervise that the entire defined group, following the criteria approved by the Management Board, has defined its objectives through the computer application.

At the end of the annual performance management cycle, the employee self-assesses in the system the results of his or her objectives. Subsequently, the Head of Department in turn assesses the objectives in the system, obtaining the final assessment of each employee. Again, the overall assessment process of the system is monitored.

### Salary review of employees

Heads of Department (n+1) are responsible for all salary increase proposals and these are validated by the Field Manager (n+2). Once the proposals have been validated by the Field manager, they are collected by the Human Resources Department, which will

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will validate the suitability of the proposals to the established guidelines and global recommendation for increase, submitting these proposals to the Management Board for approval, after which the communication to the different employees will be authorised.

As with the performance management process, use is made of the Human Resources computer application, in its Compensation module. Each Head of Department will have access to the list of all the employees under his or her responsibility who are eligible for salary review, displaying the details of the position, seniority, current salary and salary range according to the job evaluation.

The software application has a calculation engine that will provide, automatically and based on an increment matrix, the recommended percentage, which will be given by the following parameters:

- The grade obtained in the Performance assessment on a scale of 1 to 5.
- The salary range in which each employee is placed according to the assessment of the position he/she occupies.
- The position of the employee's salary in the salary range.

The Head of Department assesses the percentage suggested by the tool and decides whether to confirm or modify it by introducing his final proposal.

Promotional increases or salary adjustments may additionally be proposed depending on the justification presented for each case and must be motivated by:

- Promotion to a higher post or post level
- Exceptional adjustments for wage deviations

Promotional increases, in terms of their amount, implementation date and the underlying reasons for them, are agreed with the Human Resources Department, and must be approved by the person responsible in the Management Board of the corresponding Field. These possible increases must be compatible with the available budget.

For reporting and control purposes, the application shall specify the budget available for salary increases, so that deviations occurring during the salary proposal exercise can be displayed and adapted. Any deviation from the allocated budget will have to be justified by the head of the Department.

## **6. SPECIFICITIES PER CENTRE**

### **School of Architecture.**


NA

### **School of Health Sciences.**

NA

### **School of Social Sciences.**

NA

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## **7. INDICATORS**

- PGC 8.5-IND01: Employee Assessment Ratio completed.
- PGC 8.5-IND02: Distribution of employee performance ratings


## **8. RESPONSIBILITIES**

- Process owner: Human Resources Department.

- Participants in the process:

- HR Dept:
  - ✓ Define methodology and processes for performance management and annual pay review programmes.
  - ✓ Train staff in the use of the application to carry out the processes.
  - ✓ Identify the groups involved in each of the performance management processes and who are eligible for pay review.
  - ✓ Advise all staff in relation to the performance management process and managers in relation to the pay review process.
  - ✓ Archive performance and compensation process forms for all processes as evidence of the processes.
  - ✓ Exhaustive monitoring of the completion of each step of the performance management processes and pay review proposals to ensure that these are carried out by the group that has been previously defined.
- Head of Department/Centre:
  - ✓ Establish individual objectives for each employee and evaluate the performance of their team.
  - ✓ Follow up on the team's performance, taking action on unexpected results or changes in the Department's priorities.
  - ✓ Attend Field Assessment calibration sessions, in order to provide a solid justification for the exceptional assessments awarded in their Department.
  - ✓ Make proposals for salary increases based on performance assessments, promoting pay equity within the Department.
- University Governing Bodies:
  - ✓ Validation of performance management programmes.
  - ✓ Validation of the global pay review guidelines and available budget presented by HR.
  - ✓ Validation of the overall distribution of assessments, following the calibration sessions.



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## 9. RECORDS

RECORDS			
RECORD NAME	WHO ARCHIVES	SUPPORT	CONSERVATION TIME
Employee performance appraisal	HR Dept.	Digital	3 years

## 10. ANNEXES

Not Applicable