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<b>MODIFICATIONS</b>			
<b>EDITION</b>	<b>DATE</b>	<b>REASON FOR MODIFICATION</b>	<b>PAGES</b>
01	10/09/2014	INITIAL VERSION	
02	11/03/2015	Appropriacy of indicators	
03	22/04/2018	Updates to Procedure	2-4
07	08/07/2019	Unification of SGIC I and II	All
08	26/04/2021	Update of content, and Director of Quality and Academic Compliance	All
Approved by:		Approved by:	Approved by:
Olga Castelao Director of the Academic Quality and Compliance Department		Eva Icarán. Vice-Rector for Teaching Staff and Research	Elena Gazapo. Rector
Date: 26/04/2021		Date: 26/04/2021	Date: 26/04/2021

### **PURPOSE**

The UE understands staff performance management to be a key strategic aspect of academic and organisational management. For this reason, the Management Committee is actively involved in the process, setting the corporate challenges, establishing the objectives structure for each group, and supervising the process of defining individual goals for all University employees.

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Performance Management is the process that guarantees the alignment of all employees with common goals, and provides each member of the organisation with the necessary developmental resources to enable them to successfully tackle the challenges posed by their role.

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## **SCOPE**

The UE uses a performance management model that makes it possible to evaluate the results obtained by each employee with regard to the goals previously defined, and to support the professional development of the employee in all areas (technical, pedagogical, skills development, language learning, motivation, etc.). In this way, it is possible to assess the extent to which the goals set have been achieved, the adaptation of the employee's skills to fit with their particular role and with the company, the staff member's commitment and attitude, and their potential for future professional growth.

The conclusions drawn from the annual staff appraisals make it possible to identify individual and departmental development needs, which in turn shape future training plans for both teaching and non-teaching staff. They are also one of the factors that will have an impact on salary review.

Only those professionals on permanent contracts of twenty hours per week or more, and who joined the organisation before 1 September of the current financial year, participate in the process. This procedure does not apply to commercial contracts.

## **RELATED DOCUMENTATION**

- PGC 1.5 HR Policy Management
- PGC 8.1 Recruitment and Selection
- PGC 12.3 Analysis and Improvement
- Teaching Career Plan
- Teaching career plan procedure
- HR Policy
- University Strategic Plan
- The UEM's Mission and Vision
- University Statutes
- VI National Collective Agreement for Private Universities


## **PROCESS DEVELOPMENT**

### **Performance Appraisal**

Performance management is a continuous process, involving the following key stages:

- The setting of goals and the creation of a professional development plan at the beginning of the period defined.
- Self-assessment and mid-year evaluation.
- Self-assessment and end-of-year evaluation.

The definition of individual goals is based on the overall aims of the University, and translation of these into department or faculty priorities. The organisation also provides a specific objectives structure for each group, in order to guarantee that due consideration is given to the institution's key initiatives and goals. Finally, each department head meets with their staff to define goals for each of them, as well as to identify the essential skills required for the job and to set development objectives.

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At mid-year, the staff member meets with their manager to formally review progress achieved with regard to the objectives previously established. This is the point at which decisions can be taken on any adjustments that may be needed in the cases that the results are not as expected, in order to ensure that goals will indeed be met by the end of the performance cycle. If there have been changes in departmental priorities, modifications may be made to each employee's individual goals.

At the end of the performance management period, the results achieved by each employee are assessed. As a first step, the employee makes their own assessment of their achievements and professional development with regard to the established plan. Subsequently, the manager evaluates the employee's achievements in terms of meeting objectives and gaining skills. Lastly, manager and employee have a final performance meeting, at which they analyse the development of work carried out, and the manager explains conclusions drawn from the process, as well as giving a final evaluation score.

The conclusions drawn from the meeting may reflect a need for staff training, and in this case training needs are identified, and training actions decided upon.

Both the interim assessments of each of the objectives and competences and the final evaluation are assessed on a scale of 1 to 5:

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

Once the evaluations have been completed, and before the feedback sessions take place between the manager and their staff, each department/faculty director calibrates the resulting distribution of scores in their sphere of activity, in order to ensure that it is consistent with the overall performance and results of the department, and to propose the adjustments that they deem appropriate to the respective evaluators.

### **Performance management tool**

The UEM uses a corporate tool for performance management. The HR Department provides specific training on how the tool works. An annual face-to-face training session is set up for new recruits and new appointments within the company, and individual sessions are held at the request of managers.


Once the department director and the staff member have established objectives, competencies and professional development activities, the employee is responsible for recording them on the performance form set up for this purpose. The manager will then validate them, also using the tool.

HR is responsible for the administration of the tool, and is in charge of monitoring the overall process on the system, to ensure that everyone on HR's list of those required to do so has indeed defined their goals using the tool, following the criteria approved by the Management Committee.

At mid-year, the line manager and staff member add their interim assessment via the application, making any changes or corrections that they deem appropriate.

At the end of the annual performance management cycle, the employee self-assesses her/his achievements in terms of goals met and competencies developed using the tool. Subsequently, the manager will evaluate the objectives and competencies in the online application, and at the same time enter the final assessment score.

Again, HR is responsible for the overall monitoring of the evaluation process on the system.

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### **Salary review: teaching and non-teaching staff**

Managers (n+1) are responsible for all proposals for salary increases, and these will be confirmed by the department head (n+2). Once the department director has approved the proposals, these are submitted to the HR department, who will check to ensure that they are in accordance with the established guidelines, and with overall recommendations regarding salary increases. The proposals are then passed on to the Management Committee for approval, and once approved the employees concerned will be informed.

Here the compensation module of the tool used to assess performance is used. Each Department Director will have access to the list of all the employees who report to them who are eligible for a salary review, and the details of the position, seniority level, current salary and the salary scale applicable to the position are also included.

The tool has a calculation engine that will automatically generate the recommended percentage, based on an increase matrix, which is determined by the following parameters:

- The score obtained in the performance assessment on a scale of 1 to 5.
- The salary scale on which each employee is placed based on the assessment of their position.
- The current position of the employee on that salary scale.

The Department Director assesses the percentage suggested by the tool, and decides whether to confirm or to modify it, entering their definitive proposal.

Salary increases due to promotion, or salary adjustments made for other justified reasons may also be proposed:

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

The reasons for a salary increase due to promotion, together with the amount of the increase and when it is to be applied are agreed with the HR Department, and must be approved by the responsible person on the Management Committee for the corresponding department. These possible increases must be compatible with the available budget.

For information and control purposes, the application will specify the budget available for salary increases, so that any deviations will show up when the proposal is entered on the system, and can then be adapted as necessary. Any deviation from the allocated budget will need to be justified by the Department Director.

**School of Architecture, Engineering and Design.**

N/A

**Faculty of Sports Sciences**

N/A

**Faculty of Social Sciences and Communication**

N/A

**Faculty of Biomedical and Health Sciences**

N/A

**School of Research and Doctoral Programmes**

N/A

**RECORDS (evidence)**

RECORDS		
RECORD NAME	CONTROLLER	LOCATION
Staff performance appraisal	HR Department	HR Files
Records of salary increases of a professional nature that have been justified and approved.	HR Department	HR Files

**INDICATORS**

IND01-PGC8.5 Percentage of mid-year appraisals completed IND02-PGC8.5

Percentage of end-of-year appraisals completed

IND03-PGC8.5 Distribution of DPO appraisals for teaching and non-teaching staff

IND04-PGC8.5 Number and percentage of special increments.

**RESPONSIBILITIES**

Owner of the process: Human Resources Department.

Participants in the process:


**Manager:**

Set individual goals for each employee and assess the overall performance of their team.

Monitor the team's performance, taking appropriate action in the event of unexpected results or changes in the department's priorities.

Attend the area's appraisal calibration sessions, in order to be able to provide solid justification for any exceptionally positive or negative results within their department.

Make proposals for salary increases based on performance appraisals, promoting pay equity within the department.

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**Member of the Management Committee/Dean/School Director:**

Define the objectives and challenges for their department, based on the corporate challenges set out in the 5-year Strategic Plan (LRP).

Work with HR in the implementation of performance management and pay review programmes, and report on their effectiveness.

Validate performance management documents.

Coordinate calibration sessions and approve the department's exceptionally positive or negative appraisal results.

Approve pay review proposal documents.

**HR Department:**

Define the methodology and processes for performance management and annual salary review programmes.

Train staff in the use of the corporate tool for both processes.

Identify the groups that participate in each of the performance management processes and are eligible for salary review.

Advise all staff on the performance management process, and managers on the pay review process.

File the forms for the performance assessment and salary review processes as evidence that these processes have been effectively carried out.

Closely monitor the completion of each step of the performance management and pay review proposal processes, and ensure that these have been completed by all those who have been identified as being required to take part.

**Vice President of HR:**

Request the approval of performance management programmes by the Management Committee.

Lead the appraisal calibration sessions for the different departments, approving the final distribution of assessment scores within each of them.

Request the approval of the Management Committee for the global salary review guidelines and the available budget.

To coordinate the management of both processes.

**Management Committee:**

Approval of performance management programmes

Approval of the global salary review and available budget presented by HR.

Approval of the overall distribution of assessment scores, after the calibration session.

**ANNEXES**

N/A