

## UKSU's POSITION ON PERFORMANCE MANAGEMENT AGREEMENTS & GENERIC KPAs

In July 2014 UKSU placed a submission to the JCF on the issue of generic KPAs in relation to performance management (PM), in particular about the lack of consultation regarding these. The minutes of the JCF meeting of 1 July 2014 reflect the following as the outcome of that discussion:

- The problem was with employer relations in that Line Managers and employees were not engaging properly for the purposes of performance management;
- There should be some kind of intervention by the respective Human Resources Managers to ensure that Line Managers and the employees know exactly what the expectations are regarding the KPAs. Dr Mosia was requested to implement an intervention across all Colleges to ensure that proper consultation takes place regarding KPAs.

It appears that if there was an intervention as envisioned by the JCF that this did not achieve the expected outcomes, as UKSU has continued to be told by its members that there was no consultation on this and that managers are imposing generic KPAs that have not been consulted. Recently UKSU surveyed its members and one of the issues was generic agreements. At this time, not all responses have been captured but there is a clear indication from the responses that the members are reporting only small pockets of discussions but that generally there was no consultation prior to management implementing / imposing generic KPAs for academic staff members.

The PM Policy is clear that the agreement is "between a manager and an employee about the employee's responsibilities and behaviour during an assessment period" (emphasis added).

The ITM Policy (emphasis added):

- 1) "an agreement between a manager and an employee about the employee's responsibilities and behaviour during an assessment period";
- 2) refers to performance planning as "the communication process between manager and employee which results in mutual understanding of what the employee is expected to achieve during the assessment period".
- 3) One of the manager's roles is to: Schedule a performance planning meeting and give the process the time and quality it deserves.
- 4) The employee's role includes: "Review job profile and consider special projects/assignments and engage with Line Manager in performance planning. It is also the responsibility of the employee to initiate the performance planning meeting".
- 5) As well as to: "Actively participate in all aspects of the planning process and mutually agree on performance expectations and competencies".
- 6) "Their performance agreement must reflect the output, measures of success and targets, in line with performance expectations for the duration of the cycle".

It is clear that using the term "mutually agree" means that for generic KPAs to be imposed there needs to have been prior agreement with ALL academic staff that these will be used and are agreed to.

It is concerning that UKSU has seen 'evidence' from line managers and Deans merely sending an email with the generic KPA document, instructing staff to complete their agreements in line with these. This does not comply with the requirement for a planning meeting and coming to a "mutually agreed" set of KPAs.

UKSU's position is that if a staff member has not been engaged in meaningful consultation on the contents of 'generic KPAs', then there has been no "mutual agreement" on such. If the employee does not agree with the contents thereof they should proceed as follows. The employee should request a meeting with their line manager and in the interim, draw up what they believe is a suitable agreement that reflects their reality in line with School, College and University goals, bearing in mind that everyone is an individual and will

contribute in different ways in achieving the collective goals. At the requested meeting, the staff member should discuss the proposed agreement and come to a mutual agreement. If there is no mutual agreement, then this should be reported to the College Human Resource Manager. This report should include evidence of the meeting request, the draft proposed KPA agreement and a summary of the points that could not be agreed. If there is no response to the meeting request then the College Human Resource Manager should be sent evidence of the meeting request and the draft proposed KPA agreement, stating that you requested a meeting to discuss this issue in order to complete your agreement.

UKSU supports the University's goals and how PM can support these but cannot support the imposition of generic KPAs where there has been no prior consultation and no mutual agreement.

**UKSU EXECUTIVE**

**AGREED AT A MEETING HELD 28 APRIL 2015**

**The Managers' Role**

i. Schedule a performance planning meeting and give the process the time and quality it deserves.

ii. Review responsibilities and job standards with each staff member and mutually agree on performance and competency expectations.

**The Employees' Role**

i. Review job profile and consider special projects/assignments and engage with Line Manager in performance planning. It is also the responsibility of the employee to initiate the performance planning meeting.

ii. Actively participate in all aspects of the planning process and mutually agree on performance expectations and competencies.