



**CARLOW  
COLLEGE**  
ST. PATRICK'S

**TITLE: PERFORMANCE MANAGEMENT & DEVELOPMENT PROGRAMME POLICY**

<b>Effective Date</b>	01 January 2018	<b>Version</b>	01
<b>Approved By</b>	Management Board	<b>Date Approved</b>	8 November 2017
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<b>Superseded or Obsolete Policy / Procedure(s)</b>		<b>Owner</b>	
		Human Resources	

**1: Purpose of Policy**

The purpose of the performance management process within Carlow College, St. Patrick's (hereafter Carlow College) is to ensure that the work performance and learning of every employee is managed effectively and fairly. This will be achieved through the process of an annual review of performance, interim reviews and regular one-to-one meetings throughout the year. The *Performance Management & Development Programme Policy* is designed to ensure that individual effort and career development are nurtured in a supportive way consistent with College goals.

The performance review/appraisal is a mechanism for discussion of the individual's performance and also to set goals for the year. It will cover strengths as well as ways in which improvement may be made. It is also an opportunity to discuss job concerns and career development. At Carlow College, we value the process of the Performance Management and Development Programme which is embedded in the strategic vision, mission and ethos of the College.

In the probationary period, a performance review shall be completed at least once. Thereafter, reviews/appraisals will be carried out on a bi-annual basis.

This process is a key mechanism for explicitly directing all employees' contribution so that individuals can see how their work supports the aims and objectives of their team, department and Carlow College as a whole. The process should provide clear direction towards personal and organisational objectives so that each individual is able to achieve their potential and contribute to Carlow College's success.

## **2: Definitions**

*PMDP*: is an acronym for Performance Management Development Programme. The emphasis in Carlow College is on the development.

*Reviewer*: The Line Manager will conduct the performance appraisal.

*Reviewee*: a reviewee is defined as current staff member within the College. Depending on circumstances, a staff member may be both a reviewee and a reviewer at different stages of the PMDP process.

*Staff Appraisal*: a review/appraisal meeting is a confidential conversation on an individual's career development. It provides the opportunity to sustain and improve individual performance and development actions. Appraisals should be conducted formally once every year i.e. within the academic year of the College for Academic staff. Appraisals for all other staff should be conducted formally once every year i.e. within the twelve months. Informal feedback should be provided on an ongoing basis and the reviewer is responsible for ensuring that they hold a catch-up meeting at least twice in the review year. This catch-up meeting should be documented and focus of the progression of the objectives that have been set for the year.

## **3: Scope of Policy**

The *Performance Management & Development Policy* covers all staff and contract types within the College.

## **4: Policy Statement**

The College strives to achieve high standards of performance and service at all times. It is our policy to train and support all employees to carry out their roles to a high standard and to the best of their ability.

We aim to ensure that all employees are engaged with and have a rewarding role in the College and have opportunities to develop their potential. We aim to encourage and utilise their abilities and maximise their contribution. Continuous development is necessary to grow our capability at both College and individual level to operate successfully in a dynamic and changing environment.

Communicating, engaging and consulting with employees are central to the success of the College. Our performance process is one key element in how we demonstrate this on an ongoing basis.

All employees can expect to have ongoing performance conversations and receive timely and balanced feedback on their performance. Employees will be supported to achieve the required high standard, and should an employee face difficulty in meeting the standard expected there are further procedures in place to address this (see Appendix 1.2: *Performance Improvement Programme (PIP)*).

The President and Management Board are strongly committed to this process and emphasise the role of managers in providing feedback and supporting employees to raise performance standards. As part of their role, all managers are required to engage with their employees in performance conversations, and regular documented reviews.

## **5: Roles and Responsibilities**

### *5.1 Human Resource Office*

The Human Resources Office holds responsibility for this Policy and any subsequent practices and procedures thereafter. These responsibilities include, but are not limited to:

- Providing information for both the Reviewer and the Reviewee in the Performance Management & Development Process (PMDP);
- Storing and conducting analysis on training and development requirements for each function and coordinate documentation for the review process;
- Recording PMPD reviews on personnel files.

### *5.2 College President*

The President will act as the primary reviewer for the senior executive management team and/or any other direct reports. The President, supporting the PMDP, will ensure the process is implemented and completed in line with the overall strategic plan, goals and objectives of the College.

### *5.3 Reviewer (Line Manager)*

The Reviewer (Line Manager) will ensure a successful implementation of the process, that all stages are completed and agreed training and development needs are followed through on. Line Managers are responsible for arranging annual reviews and six-month review meetings with each of the employees who report to them, and for ensuring that there are formal opportunities to review progress and learning throughout the year on a regular basis.

The key responsibilities of the Reviewer in the PMDP are to:

- Agree clear priorities, directions and performance standards for the Reviewee;
- Jointly agree performance objectives;
- Provide guidance to the Reviewee;
- Evaluate performance objectives and determine whether they have been achieved;
- With Reviewee, arrange for feedback or coaching to be sought from appropriate sources relating to performance;
- Discuss performance development and career development opportunities as agreed with the Reviewee.

All Reviewers will be required to report on the implementation of PMDP in their areas of responsibilities as part of the strategic planning processes. They will also be required to ensure that as a process, the College PMDP contributes to both the achievement of agreed College goals, as well as creating a positive learning and development ethos for staff.

### *5.4 Reviewee (Employee)*

It is the responsibility of each Reviewee to participate in managing their performance, as they are responsible for their own performance. Other key responsibilities of the Reviewee in the performance management and development process are to:

- Contribute to the establishment of their own performance objectives in co-operation and consultation with the Reviewer;
- Identify training and development needs (if any);
- Take constructive feedback given by the Reviewer;
- Provide feedback to the Reviewer where appropriate;
- Discuss any other issues which may impact on performance;
- Reflect on their own performance;
- Maximise their potential and help meet their career aspirations.

The template for the *Performance Management and Development Review Form(s)* is applicable to all staff in Carlow College (see Appendix 1.1).

#### **6: Associated Documentation**

- Appendix 1: Performance Management and Development Programme
- Appendix 1.1: Performance Management and Development Review Form(s)
- Appendix 1.2: Performance Improvement Plan (PIP) Form

#### **7: Referenced Carlow College Policies**

- Recruitment Policy
- Training and Development Policy
- Disciplinary Procedure
- Equality Policy

#### **8: Monitoring and Review**

The *Performance Management & Development Policy* will be monitored annually by the Human Resources Office to ensure that it is fit-for-purpose and reviewed every three years.

## Appendix 1: Performance Management and Development Programme

### Performance Management and Development Programme



#### 1. Link to Carlow College Strategic Plan

By being part of the performance management process, staff take responsibility for their own development and learning actions. Within such a system not all individual actions may be met, given the limited resources available. Priority will be given to the development, skills training and actions, related to the strategic goals of the College. The Carlow College Performance Management and Development Programme (PMDP) recognises that there must be a link between the activities of staff with the College's strategic plan. This is accomplished by assessing each staff member's achievements and goals at four levels:

1. College
2. Management
3. Function/Department
4. Individual

#### 2. Promoting a Culture of Continuous Learning and Development

By providing a structured opportunity for discussing development, skills training and support actions, staff can ensure they are focusing on learning and development that is relevant to their work objectives and career goals.

#### 3. Communication and Structured Feedback

Communication is an essential element of Carlow Colleges' PMDP. PMDP opens up the opportunity to develop clear, structured channels of communications across the College and promotes on-going two-way feedback between the 'reviewer' and 'reviewee'.

#### 4. Key Principles of the PDMP

- a) **Developmental:** The PMDP acknowledges the responsibility of both staff and management in the joint planning of career development. Individuals are provided with the opportunity to consider their development needs for their future career plans through the establishment of developmental objectives.
- b) **Self-Review/Self-Assessment:** The PMDP is a structured review process which recognises that it is individual staff members that need to drive their own performance and development. In order for the review system to work effectively, individual staff members need to take ownership of the process and self-assessment/review will be pivotal to achieving a sense of ownership and participation. Without self-assessment/review there can be little benefit to the individual in terms of identifying strengths and areas that need improvement.
- c) **Two-way Review:** Communication is an essential element to the success of a Performance and Review Scheme. The PMDP opens clear channels of communications and promotes ongoing two-way feedback between the 'Reviewer' and the 'Reviewee'.

- d) **Quality:** The process of PMDP holds closely the core principles of quality assurance in that it is intended to promote a process of continuous improvement at an individual, function / department and College level through a mechanism of self-assessment. The programme provides an on-going opportunity for each unit and staff member to reflect upon his or her contribution to the College and provides a means to improve upon this contribution within a developmental framework.
- **Relationship to Other College Policies and Procedures:** The PMDP is a developmental tool which is intended to improve performance. The PMDP is a developmental tool which is intended to improve performance. It is separate from and should not be linked to other College policies such as promotion, pay, or reward. The implementation and conduct of the Performance Management and Development Scheme process will be carried out with full regard to the College's *Equality Policy*.

## 5. Key Benefits of the PMDP

Some of the intended key benefits of PMDP are as follows:

- Improved communication between staff at all levels;
- Better communication of the College's goals and values;
- Better communication to the College of the reality of staff experience;
- Better understanding of how individual staff contribute to both their departments / functions and College activities;
- Cultivating a culture of continuous improvement in line with other Quality Assurance initiatives;
- Increased opportunities for organisational learning;
- Increased emphasis on career development of the individual;
- Improved planning at individual, departments / functions and College level;
- Improve overall performance arising from the above.

## 6. Benefits for Staff

Some of the intended benefits for Staff are that it:

- Improves communication between staff at all levels;
- Enables better communication of the College's goals and values;
- Cultivates a culture of continuous improvement;
- Provides staff with support in identifying their personal learning and development actions and the ways of meeting these actions;
- Provides staff with a clear understanding of how their role operations within their College/function/department;
- Enables staff to prioritise the key aspects of their role;
- Improves overall performance.

## 7. Performance Management Process

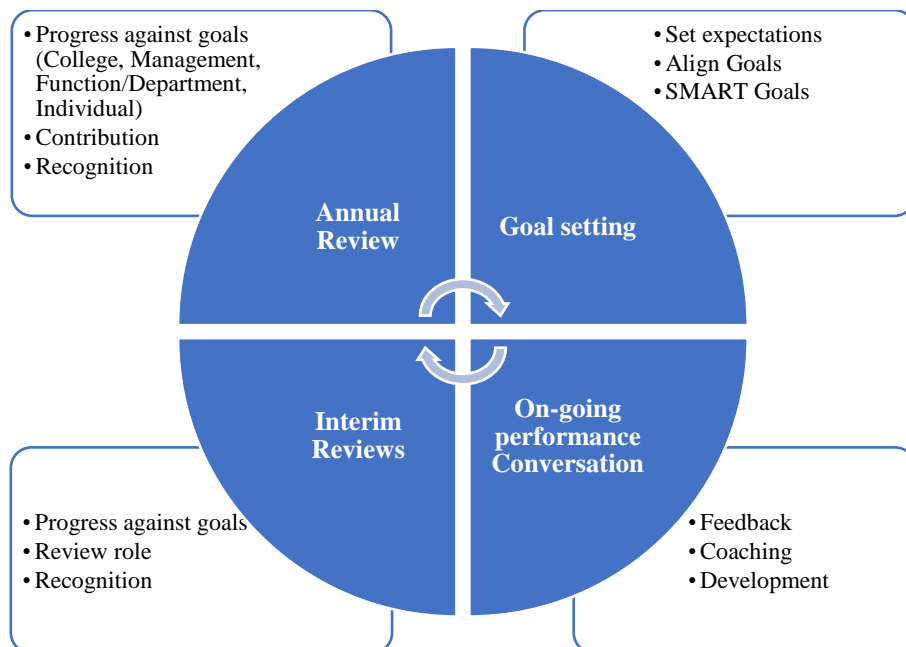
The Colleges' Performance Management Process aims to support employees to perform their role to a high standard, so that the organisation can achieve its goals. This two-way continuous communication process translates organisation goals into individual accountabilities, provides measures and feedback to assess progress against goals and identifies how we can improve organisational performance.

The success of the Performance Management Process in the organisation is dependent on:

- having clear and aligned goals and objectives;
- a climate of development;
- recognition of high performance;
- on-going conversations about the behaviours that contribute to performance;
- regular on-going reviews;
- individual ownership and responsibility for performance;
- regular communications, on both a one-to-one and team basis;
- understanding of and commitment to the performance management process.

There are a number of elements to the Performance Management Process. While HR is available to support the process, employees work directly with their Line Managers on this. The performance process is not linked to pay in the College at this point in time, however, the College reserves the right to review this, following consultation with employees.

### 7a. Performance Management Cycle



## 7.b When do the Reviews/Appraisals Take Place

Appraisals should be conducted formally once every year i.e. within the academic year of the College for Academic staff. Appraisals for all other staff should be conducted formally once every year i.e. within the twelve months. This will help facilitate the planning processes for training needed for the following academic year. However, where this timeframe is not suitable for a particular department/function, agreement will be reached with HR to agree a 'band of months' when the reviews can be conducted to suit their particular workload cycles. Having a scheduled 'band of months' allows for objectives for the following year to be linked to the strategic goals and objectives finalised by the Management Board.

## 7c. Goal Setting

Each employee is required to take ownership of their own performance and the continual implementation of the performance management process.

The main activities in the organisation's performance cycle are:

- goal setting, including identifying training and development needs;
- performance conversations;
- reviews.

Required levels of performance and goals/objectives will be agreed with your manager on an annual basis, in line with College objectives. It is vital that employees know exactly what is expected of them and the time-frame within which they must operate. The goal setting meeting will result in an agreed set of goals for each person, in terms of day to day responsibility as well as projects to develop the organisation.

It is worth noting that when setting goals, the intention is not to cover every aspect of the employee's work, but to concentrate on the more significant aspects of the job. For this reason, it is recommended that no more than six goals be set at any one time. Once a goal is achieved another goal should be set.

The quality and clarity of goals is critical to the success of the overall process as they lay down the foundation for future conversations. Goals/objectives should be **SMART**, as outlined below.

- **Specific:** clear unambiguous and concerned with a single, specific aspect of the results.
- **Measurable:** they must contain a number, ratio or description that will make it clear when they have been achieved; consider quality, quantity, cost and time.
- **Attainable:** while standards do change, objectives should be appropriate to the organisation and job holder's role and capabilities - not too easy, not too hard.
- **Results orientated:** goals have to focus on what is to be achieved and where it fits with the organisation's objectives.
- **Time specified:** this must clearly be defined.

It is part of a Line Manager's role to be able to describe what needs to happen to achieve high performance. The resource implications of goals set should also be addressed at this point. Training on goal-setting will be available to Line Managers and employees to facilitate this process. This training can either be done by HR or an external training organisation.



The goal setting meeting is also an opportunity to review the role and job description and capture how it has changed in the period to ensure it stays update. Job descriptions should reflect the role, not solely the role-holder (see our *Recruitment Policy* for reference). Agreeing personal development plans are another output of this meeting.

#### **7d. Reviewing and Updating Job Descriptions**

- a) The job description is a snapshot of the post at the time it was written and should be reviewed for accuracy on a regular basis.
- b) While job descriptions are usually future focused, they still become outdated as the duties and responsibilities of the job change. At a minimum, Job Descriptions should be reviewed in all instances where the post becomes vacant and before any recruitment action is initiated.
- c) Where significant change has occurred to a post over time, it is essential that the relevant line manager contact the Human Resources Office who will assist in the reviewing, providing support and guidance re next steps of the role.

#### **7e. What PMDP is not?**

- Used to air grievances.
- Linked to incremental pay or promotion.
- A one size fits all approach.

#### **8. Stages of the PMDP**

There are four sections within the PDMP cycle. These are as follows:

##### *Section 1: Pre-Review Self-Assessment Form*

Section 1 is a discussion document and can be completed in draft form by the reviewee before the meeting when reflecting on their objectives and learning and development requirements or during the PMDP review by the reviewer when actions have been agreed. During this confidential meeting, the reviewer and reviewee discuss and agree on the reviewee's achievements, helps and obstacles and progress to date, career development, objectives for the coming period (linked to College/Function/Department Strategy) and any learning and development actions required to achieve these objectives.

Employees who are appraised should have time to reflect on their performance over the previous year. Employees should consider which objectives have been met and why; which objectives have not been met and why; and to evaluate the learning undertaken during the previous year. Employees should complete Section 1 of the *Performance Management and Development Programme Review Form(s)* prior to their performance review and send this to their manager at least 1 week before the scheduled review meeting.

The reviewer should also consider the factors that may have affected the reviewee achieving the agreed objectives since the last review.

- **Helps:** good programme structure, support from team, larger budget available
- **Obstacles:** tight deadline, lack of support, limited resources, incompatible systems and budget costs. Here, you should try to provide measures/examples to overcome obstacles.

## *Section 2: Review of Work Objectives*

When completing this section, consideration must be given to the reviewee's main achievements against the agreed objectives since the last review. If a previous review does not exist for example a new staff member, the reviewee and reviewer should consider personal objectives agreed elsewhere. If these are not available, the reviewee and reviewer should look at the objectives for the department/function and consider how they contribute to these.

## *Section 3: Review Discussion*

The purpose of the review meeting is to discuss achievements and performance during the previous twelve months against the previously agreed objectives and the personal development plan and to set goals and objectives for the upcoming year.

The description of the individual's performance should be agreed taking into consideration changes that may have happened during the twelve months, new objectives added and relative change in priority of objectives. At this stage, both the reviewer and reviewee may make additional comments. The documentation is then subsequently signed off by the Reviewer and the Reviewee.

## *Section 4: Learning and Development*

This section requests the reviewee to identify any learning and development actions they have completed during the last cycle and how these were implemented in their role e.g. a reviewee may have requested to complete presentation skills training at their last reviewee and have since given a number of presentations as part of their role. Another example of this may include a reviewee who requested training in marketing who has become more involved in marketing initiatives within their department/function. In addition to training courses, a reviewee may have requested other learning and development supports. The reviewee may also advise at this stage of what further training requirements may be needed for the coming twelve months.

The development plan will identify the training/development needs of the individual to achieve their key objectives in the coming twelve months. The most suitable method of meeting a development need must be considered.

## **9. General Information**

### **9a. Recording of appraisal meeting**

The signed and agreed review document should be forwarded to the HR Office. A copy of the form(s) should be given to the reviewee.

It is the responsibility of the reviewer to provide a copy of the completed form(s) to the reviewee. The original will be retained by HR on the reviewee's personnel file in the HR Office.

### **9c. Next Review Date**

Both the reviewee and reviewer agree a date for the next review meeting. This should be within the PMDP yearly cycle; however, it is encouraged that the reviewer and reviewee meet on an informal basis over the year.

### **9d. Approval of Learning and Development / Training**

After receiving the PMDP forms, with specific reference to the Learning and Development section and in consultation with the line manager, HR will review the learning and development

needs and supports for the reviewee. Following this review, a decision and plan will be made on the implementation of these supports. This will be done by the Line Manager.

All staff who have completed their reviews should be recorded even in cases where no learning and development actions have been requested. This information will provide the HR Office with a summary of staff who have completed their reviews and will support the College in conducting a training needs analysis on the different departments/functions.

## **10. Performance Improvement Programme (PIP)**

### **10a. Purpose of a PIP**

The aim of the PIP is to support the underperforming employee to work towards a satisfactory improvement in a fair, objective, and positive way

### **10b. Scope**

This Performance Improvement Policy applies to all Carlow College's employees, whether on probation, full, part time, fixed-term or permanent etc. (list is not exhaustive).

### **10c. Policy Summary**

If your standard of work or behavior falls below an acceptable level and you fail to meet minimum standards within your role for one month or longer your Line Manager will make you aware that your performance or behavior is not at the required standard, point out how it must be improved and the timeframe that the improvements need to be made by. You will be provided with a bespoke Performance Improvement Plan (PIP).

The purpose of the PIP is to ensure that you have an opportunity to improve your performance up to a satisfactory level by encouraging improvement and supporting you to achieve the required standard of performance or behavior that Carlow College expects. We expect that you will achieve the required standards that are required in your role however if your behavior or performance does not improve or you do not reach the minimum targets set for you each month a more formal approach may be taken in conjunction with Carlow College's *Disciplinary Policy*.

### **10d. Unsatisfactory Job Performance**

If required minimum standards are not being achieved, with objectives not being met for two consecutive months or three out of six consecutive months, then your manager may discuss putting a PIP in place, to help focus improvements and re-set required levels.

### **10e. How Does a Performance Improvement Plan (PIP) Work?**

- The reviewer will highlight his/her concerns, giving you examples of events where your levels of performance have been below what is expected of you.
- Give you the chance to respond, explain why you think your performance is not at the required level and make suggestions on how this can be improved.
- Make sure you understand the performance standards of your role and what is required by Carlow College.
- Agree any areas of support to be offered to you to ensure your performance improves.
- Agree a timeline with you during which you ensure your performance reaches the required level.

- Explain that if performance does not improve then the disciplinary procedure may be invoked.

These points will be captured on a PIP. Please note that all PIPs should be signed off by HR prior to commencing.

The PIP will support your performance improvement and will include at a minimum the following details:

- Levels of improvement that are required by you;
- The support being provided to you;
- The timescale for achieving the improvement (normal a minimum of 4 – 6 weeks);
- The review date(s).

#### **10f. Review and Feedback**

We hope that once you have had a discussion with your Line Manager and agreed your PIP, your performance will begin to improve and you will return to the required levels within the timeframes outlined.

Your line manager will give you weekly updates on your progress and this will be captured on your PIP to ensure you are on track. You will be given any required support.

If your performance has not improved to the required standards within the agreed timeframe, or where the situation requires more urgent action, it may be necessary to move to Carlow College's formal disciplinary process.

#### **11. Confidentiality**

Discussion during the meeting will remain confidential to the reviewer and reviewee and nothing that is said or written will be revealed to others without the permission of the reviewee.

The appraisal system is not linked to the incremental progression of staff or to the promotions procedure in Carlow College. Staff applying for promotion may present an interview panel with completed appraisal forms subject to the agreement of the reviewer. Staff are under no obligation to present such information.

**Appendix 1.1: Performance Management and Development Review Form(s)**

**Performance Management and Development Review Form(s)**

**SECTION 1: Pre-Review Self-Assessment Form**

Name of Reviewee			
Job Title			
Department/Function			
Reviewee Contact Details	Email:		Tel:
Employment Commencement Date			
Commence Date of Appointment to current role			
Name of Reviewer			
Date of last review (if applicable)			
Date of current review meeting			
Have both the reviewee and reviewer a copy of the relevant job description?		Yes	No
		If no, please ensure that one is drafted in consultation with both the line manager and staff member. HR can assist also.	
Have both the reviewee and reviewer reviewed and read the function/department/College strategic plan		If no, please specify	
<p><b>Section 1</b> is to be completed by the Reviewee in advance of the Review Discussion with Line Manager or nominated reviewer. You are asked to fill in the objectives for the past year and evaluate the extent to which you have achieved them.</p> <p>If there were specific difficulties in achieving objectives, these should be noted in Section 1.5. You are asked to submit Section 1 of this form to your reviewer two weeks prior to the review.</p>			

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**Section 1: Goal Setting/Objective Meeting with Reviewer (Line Manager) & Staff member (Reviewee)**

(Agreed/set objectives between the line manager and reviewee). To complete this section, the reviewee and line manager will need to read the College and Function/Department strategy to understand the objectives relevant to them.

<b>Goal/Objective 1</b>	
<b>Goal/Objective 2</b>	
<b>Goal/Objective 3</b>	
<b>Goal/Objective 4</b>	
<b>Goal/Objective 5</b>	
<b>Goal/Objective 6</b>	

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## Section 2: Review of Work Objectives

### 2.1 Review of Work Objectives

What progress have you made in achieving the above objectives?

### 2.2 Review of leadership/management/team work objective

Did you set leadership/management/team work objectives? If so, what progress have you made?

### 2.3 Review of Personal Objectives

Did you set personal objectives, if so, what progress have you made? (e.g. professional qualification, skills, i.e. interpersonal skills, analytical skills etc.)

### 2.4 Review of Career Objectives

Did you set career objectives, if so, what progress have you made against achieving both medium and long-term? career objectives?

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**2.5 Helps to achieving objectives**

What has helped you achieve your objectives in the last 12 months


**2.6 Obstacles to achieving objectives (if any)**

Were there any problems/obstacles in the way of achieving your objectives?  
If yes, please list and explain


**2.7 Proposed measures to overcome these obstacles**

Please list measures


**2.8 Achievements**

List your achievements and/or contributions to the wider College community.


**2.9 Future Objectives**

Please give some preliminary indications as to what your work, career and personal objectives will be for the coming year.

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**Performance Management and Development Programme**

**SECTION 3: Review Discussion**

Name of Reviewee:	
Name of Reviewer:	
Date of Review discussion:	

**3.1 Key Work Objectives for the next review period**

Objective	Actions to Progress Objectives	Timelines for Completion (please state if timeline is short/long-term)



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**3.2 Personal Objectives: Outline your personal objectives for the next review period? (If appropriate)**

<b>Objective</b>	<b>Actions to Progress Objectives</b>	<b>Timelines for Completion</b> <i>(please state if timeline is short/long-term)</i>

**3.3 Leadership/Management/Team objectives for the next review period**

<b>Objective</b>	<b>Actions to Progress Objectives</b>	<b>Timelines for Completion</b> <i>(please state if timeline is short/long-term)</i>

**3.4 Career Objectives: Outline your Career objectives for the next review period? (If appropriate)**

<b>Objective</b>	<b>Actions to Progress Objectives</b>	<b>Timelines for Completion</b> <i>(please state if timeline is short/long-term)</i>

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**3.5 Other Objectives: Outline other agreed objectives for the next review period? (If appropriate)**

Objective(s)	Actions to Progress Objectives	Timelines for Completion <i>(please state if timeline is short/long-term)</i>

**3.6 Reviewee Comments:**

Large empty rectangular box for reviewee comments.

**3.7 Reviewer Comments of Review Meeting**

Large empty rectangular box for reviewer comments.

**Signed by Reviewer:**

**Date:**

**Signed by Reviewee:**

**Date:**

*Please continue to next page*



**Comments by Line Manager (Where he/she is not the Reviewer)**

**Signed Line Manager:**

**Date:**

***(Signed copies of Section 2 to be sent by the Line Manager to the Reviewer and Reviewee)***

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**Performance Management and Development Review Form(s)**

**SECTION 4: Planning for Development**

*(This section is to be forwarded to HR)*

Name of Reviewee: \_\_\_\_\_

Name of Reviewer: \_\_\_\_\_

Date of Review Discussion: \_\_\_\_\_

**Training Programmes taken by the Reviewee in the last 12 months**

<b>Programme/Training Title 1:</b>	<b>Date Commenced:</b>	<b>Date Finished:</b>
<b>Purpose for taking this course:</b>		
<b>Benefits of taking this course:</b>		
<b>Programme/Training Title 2:</b>	<b>Date Commenced:</b>	<b>Date Finished:</b>
<b>Purpose for taking this course:</b>		
<b>Benefits of taking this course:</b>		

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**Course Specific Programmes**

Name of Programme	How will this help the reviewee in meeting their objectives above?

**Development/Support/Resources/Information**

\*A training programme may not always be the most effective means of development or support required in meeting objectives. Please consider other options – e.g. Work shadowing manage a project team, new equipment, improve personal teaching abilities etc.

Suggested Action	How will this help the reviewee in meeting the agree objectives above?

**Acknowledgement**

\*I acknowledge that the learning and development requests are being forwarded to the HR Office for action.

\*The signatures also below indicate that the reviewee and reviewer have discussed and agreed the reviewee's achievements, work objectives, career goals and development actions for the next PMDP cycle. In consultation with the Reviewer, the HR Office will review for consideration any learning and development, skills training actions and will relay any decisions to the reviewee.

\*Both the reviewee and reviewer should agree a date for the next review meeting. This should be done each year as outlined above.

\*The reviewee will receive a copy of these forms and the original will be saved on your personnel file within the HR Office.

<b>Date of next review meeting:</b>	<b>Date</b>
<b>Signature of Reviewee:</b>	<b>Date</b>
<b>Signature of Reviewer:</b>	<b>Date</b>

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**Appendix 1.2: Performance Improvement Plan (PIP) Form**

<b>Performance Improvement Plan (PIP)</b>	
<b>Confidential</b>	
<b>Employee Name:</b>	
<b>Job Title:</b>	
<b>Manager Name:</b>	
<b>Date:</b>	

The purpose of this Performance Improvement Plan (PIP) is to notify you that your work performance has been and is currently not at a satisfactory level, identify serious areas of concern in your work performance, reiterate **Carlow College, St. Patrick's** expectations, and allow you the opportunity to demonstrate improvement and commitment in your work performance.

<b>Areas of Concern:</b>
1.
2.
3.
<b>Observations, Previous Discussions or Counselling:</b>
1.
2.
3.

*Please continue to next page*



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**Improvement Goals/Behaviours and Tasks:**

\*These are the goals related to areas of concern to be improved and addressed:

<b>1.</b>	
<b>2.</b>	
<b>3.</b>	
<b>4.</b>	

**Resources:**

Listed below are resources available to you to complete your Improvement activities (may include other people's time or expertise, funds for training materials and activities, or time away from usual responsibilities.)

<b>1.</b>	
<b>2.</b>	
<b>3.</b>	
<b>4.</b>	

**Management Support:** Listed below are ways in which your manager will support your Improvement activities.

<b>1.</b>	
<b>2.</b>	
<b>3.</b>	

**Expectations:** The following performance standards must be accomplished to demonstrate progress towards achievement of each Improvement goal:

<b>1.</b>	
<b>2.</b>	
<b>3.</b>	

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**Follow-up Updates:**

You will receive feedback on your progress at your weekly supervisory meetings.

<b>Week 1:</b>	
<b>Week 2:</b>	
<b>Week 3:</b>	
<b>Week 4</b>	
<b>Week 5</b>	
<b>Week 6</b>	
<b>Week 7</b>	
<b>Week 8</b>	
<b>Week 9</b>	
<b>Week 10</b>	
<b>Week 11</b>	
<b>Week 12</b>	

**Timeline for Improvement, Consequences & Expectations:**

Effective immediately, you are placed on a 90-day PIP (this time line may be amended at the organisations discretion). During this time, you will be expected to make regular progress on the plan outlined above. Failure to meet or exceed these expectations, will result in disciplinary action, up to and including termination. Furthermore, failure to maintain performance expectations after the completion of the PIP may result in additional disciplinary action up to and including termination.

Should you have questions or concerns regarding the content, you will be expected to follow up directly with me.

We will meet again as noted above to discuss your Work Improvement Plan.

**Acknowledgement**

Employee Signature:	Manager Signature:
Employee Name (Print):	Manager Name (Print):
Date:	Date: