

Ollscoil Mhá Nuad
Maynooth University



Maynooth University

Developmental Review Procedure

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1. Introduction

This procedure outlines the process, roles and responsibilities involved in the Developmental Review (DR) framework. This procedure document will assist Heads of Unit, Reviewers and Reviewees to understand how the framework will operate.

The Developmental Review provides an opportunity to discuss career development and a structure for facilitating individuals to better understand how they contribute to and support the delivery of the University's Vision, Purpose, Values and Strategy through their individual and unit responsibilities.

Please refer to the Developmental Review Policy and supporting documentation for further information.

2. Roles and Responsibilities

University Executive

The University Executive have collective responsibility to:

- Ensure relevant resources are made available for the successful rollout and implementation of the *Framework*.
- Participate in the process in their role as Reviewer.

The relevant UE member will:

- Discuss and agree unit goals aligned to the University Strategy, with their Heads of Unit.
- Ensure consistency of the rollout of the Developmental Review across the unit and sub-units, in line with this procedure and the associated policy.
- Support the Head of Units with related issues.
- Act as a Reviewer for Heads of Units.
- Assign, or act, as an alternate reviewer where there is a conflict of interest or conflict between a reviewee and a Head of Unit, when the Head is the Reviewer.
- Receive summarised information on development requests and themes discussed relating to each Department/School within their area.

Head of Unit

The Head of Unit is responsible for the appropriate, regular, and timely operation of the Developmental Review process in their unit.

The Head of Unit should ensure that reviewers and reviewees are briefed on the goals for the Department. This may be done by holding a briefing for the area, imparting strategy, challenges and context for staff to self-reflect and consider their career development and objectives for the coming review cycle. The Head of Unit should lead the process within their Unit, ensuring that it is fair and transparent for reviewees.

In order to do this, they will:

- Discuss and agree unit goals aligned to the University Strategy, and communicate these to colleagues within each area.
- Ensure consistency of the rollout of the reviews across the unit, in line with this procedure and the associated policy.
- Nominate and assign reviewers and alternate reviewers if required.

- Consider and decide upon development requests that require their input or have associated costs.
- Participate in the process in their role as Reviewer and Reviewee.
- Evaluate the effectiveness of the process and provide feedback to Learning and Development, HR.
- Confirm a list of all reviews completed in the overall unit in the previous cycle and share development themes with Learning & Development, HR to inform their offerings for staff.
- Collate and share general themes that were discussed at the reviews relating to the Department/School to be discussed at University Executive level, following the review cycle.

Reviewee

The role of the Reviewee is to reflect on their objectives and contribution to the University since their last review¹ and for the coming review period.

Their responsibilities are to:

- Complete the *Developmental Review Reviewee Workshop*
- Engage positively with their reviewer.
- Reflect on their achievements and role.
- Agree clear and relevant objectives and standards for the coming review cycle which are aligned to the key priorities of the Unit and reflect on how these will be achieved.
- Identify challenges and constraints that may impact on these and how they can be overcome.
- Discuss and agree relevant development opportunities that may be required for the achievement of the agreed objectives and any relevant career aspirations.
- Work towards the achievement of the agreed objectives.
- Advise their reviewer at the earliest opportunity of any issues which may impact on their capability to deliver these agreed objectives.
- Participate in approved development opportunities.

Reviewer

The role of the Reviewer is to provide guidance and support to the Reviewee on their career development, and their individual objectives and contributions aligned to the goals of the unit and to the University Strategy. They should provide and discuss feedback on objectives previously agreed and discuss objectives for the coming review period.

Their responsibilities are to:

- Complete the *Developmental Review Reviewer Workshop*
- Engage positively with the reviewees.
- Reflect on the achievements of the Reviewee.
- Enquire, listen and provide constructive and meaningful feedback to the Reviewee recognising and valuing their contribution and recognise different people work in different ways.
- Agree clear and relevant objectives and standards for the coming review cycle.
- Consider how any identified challenges and constraints can be overcome.

¹ This is only applicable where a review has been completed previously in MU. As this is a new process it will not be necessary to complete this for cycle 1. However, you may find it useful to reflect on your role in advance of the first review meeting.

- Identify and discuss relevant development opportunities that will assist the Reviewee in their role and that will contribute to their career aspirations.
- If necessary, share general themes discussed relating to the Department/School with the Head.

Human Resources Department

The Human Resources (HR) Department will:

- Ensure reviewees and reviewers are advised and trained on the policy principles, process, roles and responsibilities.
- Advise and support reviewers and reviewees on the Developmental Review process.
- Liaise with Heads of Unit to commence the process each review cycle and support the Head by signposting key tasks during the cycle and dealing with queries they may have on the process.
- Provide a range of social and formal learning supports aligned to the feedback provided through the Developmental Review process and within the budget available for that year.
- Co-ordinate statistics on reviews completed.

Units that provide development supports in the University²

Each area will be responsible for:

- Contacting individuals/reviewees to confirm requests through this framework were received and what the next steps are.
- Organising relevant training and development supports, where possible.
- Ensuring Heads of Unit are aware of any costs that may be incurred by staff attending a development initiative.
- Maintaining statistics on training requests and trends related to this framework.

3. Review Process

This review process is a continuous cycle of planning, objective setting, actions, feedback and reflection, aligned to the objectives of the unit and the individual's career development. Informal check-ins should take place throughout the 2-year review cycle, as well as a formal mid review check-in normally within 12 months of the initial meeting. Confidentiality is essential and a key part of the Developmental Review process.

3.1 Nomination and Assignment of Reviewers

Reviewer: shall be understood to mean an individual to whom the staff member is assigned for the purposes of the Developmental Review. This is normally the immediate Manager (in some cases the Head of Department/Institute/School/Unit) of the Reviewee.

² For example, Learning & Development (HR), Centre for Teaching and Learning, Research Development Office, Health & Safety, Library.

The Dean or University Executive (UE) member is responsible for acting as the Reviewer for the Head of Department/School/Institute/Unit (their direct reports). The Head of Unit will act as a Reviewer in line with the structure in their area.

The Head of Department is responsible for nominating and assigning Reviewers.

In administrative and support departments the reviewer should be the person who the reviewee reports to because they are the person most familiar with their work.

In Units where the Head is the line manager for many of the staff in the Unit, the Head may have too many Reviewees for this process to be effective. In these cases, the Head will nominate a team of reviewers who can most contribute to the reviewees work and will have delegated authority to conduct the review. In an academic department, these may include a Deputy Head, Subject Leads and Professors.

It is suggested the maximum ratio is somewhere between 8 to 12 reviewees per reviewer. However, this is not a rule, and flexibility exists for Heads of Unit to use their judgement and discretion.

A conflict of interest is a set of circumstances, relationships or events that could impact on the objectivity of the review, for example through a family relationship, through marriage (civil or common law) or civil partnership, through any romantic or sexual relationship, current or past, or through any serious personal or professional conflict, with the Reviewee. Where a conflict of interest occurs, the Head of Department may assign an Alternate Reviewer.

A reviewer will not be assigned to a reviewee where there is a *known* conflict of interest e.g. a close relationship, or a known conflict/dispute between both parties.

In the case where there is a perceived conflict the Reviewer or Reviewee should inform the relevant Head of Unit or University Executive member to seek advice.

Should a conflict of interest arise during the review cycle this should be raised with the Head of Unit or UE member.

3.2 Review Meetings and Forms

The meetings include a *Developmental Review Meeting* and a *Mid-Review Meeting*. The duration of each meeting will be decided on by the Reviewee and Reviewer depending on what is being discussed.

The *Developmental Review Form* (Form 1)³ documents the objective setting, planning and development requirements of the reviewee.

Form 2 provides a summary of reviews completed by each reviewer and any development requests that require discussion with the Head.

If the Reviewee is on sick leave, statutory leave or sabbatical leave during this entire period, the Developmental Review meeting should be scheduled as soon as possible after the Reviewee returns to normal duties.

³ This is a MS Word document. After feedback from the first cycle has been considered, a suitable online system will be investigated.

Developmental Review Meeting

A Developmental Review meeting will take place at the beginning of the review cycle, between 1st February to 30th April. These discussions involve reflection on the agreed objectives, development actions and feedback on contribution from the previous cycle⁴, and the setting of future objectives, development opportunities and support on career aspirations for the current cycle.

The purpose of the review meeting is to:

- Understand the essential duties the Reviewee is expected to conduct over the coming period, how these contribute to the aims of the Unit/University, and what standards are expected.
- Discuss what can be achieved during the review cycle and how it can be achieved.
- Ensure alignment between the competencies required to achieve the objectives set out and the competencies an individual possesses (and provide support where a gap is identified within what is necessary for the role).
- Discuss and provide guidance on the Reviewee's career aspirations in terms of development opportunities. For academic review meetings the criteria for promotion should be used to discuss career development and aspirations.
- Identify challenges to conducting their role and help them overcome them by endeavouring to provide access to appropriate opportunities, resources, supports to assist staff achieve their objectives.
- Motivate individuals with regular and timely feedback and discussions on their role and progress.

It may be helpful for the Reviewee and Reviewer to reflect on Part 2 and Part 3 of the *Developmental Review Form* (Form 1) in advance of the meeting taking place.

The Developmental Review meeting is two-fold, it looks back on achievements, progress and learnings over the last 24 months, any development actions that were completed and how they were applied to the Reviewee's role. The Reviewee and Reviewer will then discuss and agree on the Reviewee's objectives for the coming review period (24 months), development opportunities and discuss any career aspirations they may have. The key is to have a quality conversation between the reviewer and reviewee.

The form is finalised, agreed and signed off on by the Reviewer and Reviewee, during the meeting or within a week of the meeting taking place. It is recommended the Reviewee completes the form. The form is confidential between the Reviewer and Reviewee and only held by both parties.

If the Reviewee and Reviewer do not agree with the outcomes of the meetings, the steps outlined below should be followed:

- If agreement regarding the setting and achieving of objectives cannot be reached during the meeting, the meeting should be rescheduled for a later date (within a week). This will allow both parties time to reconsider their options.
- If, following the rescheduled meeting, agreement still cannot be reached, the Reviewee should put the reason for the non-agreement in writing to the Head of Unit (if they are not the Reviewer) or to relevant member of University Executive.
- The Head of Unit/UE member will meet with the Reviewer to discuss the Reviewee's concerns. Following that meeting, the Head of Unit/UE member will confirm details of their decision to both parties.

⁴ If this is the reviewee's first review the reflection piece may not be necessary.

If the Reviewee or the Reviewer does not agree with any other aspect of the *Framework* (other than the objectives) they can record their views on the form before signing it.

On Form 2 *Summary of Reviews Completed and Individual Development Requirements*, the Reviewer will collate the development supports for each reviewee, that have a budgetary impact or the impact of the development requires discussion with the Head of Department for approval. The Reviewer will bring these development requests to the attention of the Head/budget holder. The requests will be considered to decide on the best means of addressing them at Department level.

The decision regarding these will be communicated to the Reviewer by the Head of Department. The Reviewer will then notify the Reviewee(s) of authorised development supports.

Any approved development initiatives should be actioned by the Reviewee within a 24-month period

Mid - Review Meeting

A mid-review meeting should normally take place within 12 months of setting objectives to discuss how the objectives are progressing and if there are any changes to be made to what was previously agreed. The Developmental Review Form 1 should be updated to reflect any changes since the initial Developmental review meeting took place. There is a section on Form 1 (Part 4) to record changes to objectives and further development needs.

3.3 End of Review Cycle

Confirmation of reviews completed in each department are sent to Human Resources within a month of the end of the Development Review Cycle, by the head of each department. HR will request these from the Head of Department.

Development themes in each department will be shared with Learning & Development to inform their offerings for staff. Learning & Development will discuss this with the Head.

Forms associated with the Developmental Review should be retained until the next review cycle commences so they can be used for reflecting on the last review cycle. However, the Reviewee may retain their completed forms for as long as they remain employed by Maynooth University, forming a record of their career development.

When the review period has been concluded, each Reviewer has the opportunity to communicate any general themes which have arisen through the process with the relevant Head of Unit/Department, which should then be shared with the relevant UE member. The purpose of this is to allow two-way communication on the process from all participants. Names of individuals or references to specific incidents are not included on this form or feedback on individuals or their roles.

This will allow for general themes for each area to be discussed at University Executive level, following the review period. If the reviewer only has one reviewee, they should seek their permission to include themes to be shared. In some circumstances there may be no themes to be shared.

Examples of general themes:

- Suggestions of what is working well within the department
- Suggestions for improvements within the department

- Challenges
- New systems / ways of working that would be productive for colleagues within the Department

Possible suggestions for the Department

- More regular department meetings
- More wellbeing supports for colleagues
- Examples of what has been working well and we should do more of

4. Data Protection

The documentation associated with the Developmental Review shall be processed in accordance with data protection legislation and stored in accordance with the University's Records Retention Schedules⁵.

All information, except individual development needs that have a budgetary impact or where the impact of the development requires discussion with the Head of Department for approval, recorded on the *Developmental Review Form 1*, is confidential to the reviewee and reviewer. The reviewer will ensure that no third party can access Form 1.

The documentation⁶ created in relation to the Developmental Review framework shall be processed and stored locally on the University's OneDrive by the Reviewer until the next developmental review meeting has taken place as part of the following cycle, to facilitate the subsequent review meeting. After which it will be confidentially destroyed in accordance with the University's Records Retention Schedules.

Any hard copies of the Reviewee's forms should be confidentially shredded as soon as the review has been recorded on the online version of the form and saved.

We have consulted with the Data Protection Officer in relation to the processing of personal data for the purposes of the Developmental Review. If you have any questions or concerns in relation to the University's processing of your personal data, please contact the University's DPO at dataprotection@mu.ie.

Completed Developmental Review Forms are considered personal records under Freedom Of Information legislation.

5. Relevant Information and Contacts

Relevant Information

- [Developmental Review Policy](#)
- [Developmental Review Forms](#)
- [Developmental Review Guidelines](#)
- [Developmental Review Frequently Asked Questions](#)
- [Maynooth University Strategic Plan 2023 - 2028](#)
- Unit Goals
- [Maynooth University Equality & Diversity Policy](#)

⁵ <https://www.maynoothuniversity.ie/data-protection/personal-data-retention-schedules>

⁶ After feedback from the first cycle has been considered, a suitable online system will be investigated.

[Quality Improvement Plan](#)

Role Profile

[Human Resources Website](#)

[Learning & Development for Staff](#)

[Teaching & Learning](#)

[Employee Courses and Development Supports Directory](#)

[Education Support Policy and Form](#)

[Study and Exam Leave Policy and Form](#)

[Fee Remission Policy and Form](#)

[Career Break Policy](#)

[Data Protection Policy](#)

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