

BEBINGTON HIGH SPORTS COLLEGE



PERFORMANCE MANAGEMENT
OF SUPPORT STAFF
POLICY

Agreed/Reviewed by Governors – see reverse

PERFORMANCE MANAGEMENT OF SUPPORT STAFF

Performance Appraisal

Performance appraisal is a process of assessing, summarizing and developing the work performance of an employee. Every employee should receive a written performance appraisal at least annually. Performance appraisals may be delivered more often when necessary to address performance issues.

Appraising and developing staff should be much more than the completion of an annual joint review. Line managers and employees should be having informal discussions throughout the year so that when the formal annual joint review takes place, it contains no surprises for those involved.

To ensure records are consistent, the performance appraisal forms adopted by the school should be completed. Any adaptations to this form must be reviewed and approved by Governors.

Completed, signed forms will be retained for a period of three years. Structure Reviews will normally be conducted by the appraisee's line manager who manages the work on a day to day basis. In some cases it may be appropriate for two line managers to be involved in the process (eg where a Technician works to two Heads of Department) and this will be discussed at the preliminary meeting.

Aims

Within the context of the objectives and resources of the School, the aims of the joint review procedure are to:

- Assist Support Staff in contributing fully to the effective functioning of the school (administration, management, curriculum delivery, pastoral and welfare) in the interests of improving the quality of education for students.
- Help Support Staff to realise their full potential and to carry out their duties as effectively as possible.
- Recognise the achievements of Support Staff.
- Identify areas for improvement and help to find ways of improving skills and performance.
- To identify opportunities for supporting and extending Support Staff through appropriate forms of training and development activity.
- Provide a basis for providing references on members of Support Staff.

OUTLINE OF PROCEDURE

Preparation/Self Review

Prior to the preliminary meeting the appraisee should complete a self review sheet. This is intended to help the employee prepare as an individual for the review. At least one week's notice of the preliminary meeting will be given to allow the appraisee time to prepare. For the review to work well it is important that the appraisee devotes times to this task.

The appraiser should consider:

- Arrangements for the mutually convenient timing and date of the preliminary and joint review meetings.
- The appraisee's progress taking into account the context in which the appraisee has been working.
- Progress towards the achievement of targets previously identified.
- New targets that may be set for the coming year taking account of the objectives and resources of the School.
- The key responsibilities of the appraisee and how they may have changed in the last year.
- The appraiser should also familiarise him/herself with the options available for Personal development which relate to the appraisee's role.

It is important that the review conducted by the appraiser and the appraisee should be based on the full period since the last review and not just the last few weeks.

Preliminary Meeting

The preliminary meeting between the appraisee and appraiser should:

- Confirm the job description which will form the basis of the review; identifying any matters requiring the job evaluation to be revisited.
- Agree the key points from the job description to ensure that this forms part of the formal record of the review.
- Identify any special tasks/assignments on which engaged during the review period.
- Identify other contacts for the appraiser to consult if necessary to collect information which may not be readily available to the appraiser. It is strongly recommended that this consultation is in writing and is subjective against the key points from the job description and any special tasks identified.
- Identify training undertaken in the review period.

Given that the appraiser will normally be the appraisee's line manager and will have an understanding of the appraisee's work, it will not normally be necessary for a formal observation of the appraisee's work to take place.

Joint Review Meeting

The Joint review meeting will normally be held within two weeks of the preliminary meeting.

The meeting should seek to:

- Discuss how far the appraisee has progressed to meeting targets/action plans from the previous year's review.
- Evaluate any training undertaken in the last year.
- Review the appraisee's performance since the last review including feedback to the appraiser from other sources identified at the preliminary meeting.
- Identify targets/action plans for the year ahead which are related to the post and which are:
 - Smart Measurable Achievable
 - Relevant Time Related
- Identify a development plan which will assist the employee in their present role or help with career development.

Joint Review Statement

As soon as practicable after the joint review meeting, preferably within two weeks, the appraiser should complete the joint review statement which should summarise:

- The main points covered in the discussion
- General comments/statements on the discussion by the appraiser and appraisee

The review statement will also include:

- The identified action plan
- The identified development plan

Both the appraiser and appraisee should sign the joint review statement as an accurate record of the discussion. The aim should be to achieve a mutually agreed record. Where this does not prove possible, the appraisee should be offered the opportunity to append a note of his/her view concerning irreconcilable differences.

Confidentiality

The completed, signed joint review statement should be retained by the appraisee with a copy being kept on the employee's personal file. The Head Teacher will see all review statements prior to filing.

Grievance and disciplinary procedures

This scheme does not replace nor seek to be part of formal procedures of Grievance and Discipline which are in place as part of the Conditions of Service of Support Staff.

Bebington High Sports College

Support Staff Joint Review

Name: _____

Job Title _____

Review Period _____

Appraiser _____

The content of this record has been agreed by:

Member of Staff _____ (signature)

Line Manager _____ (signature)

Part 1 Employee Self Review Sheet

Name _____

Job Title _____

Key Responsibilities

Strengths

Areas for Development/Improvement

To be completed by employee prior to interview.

Summary of Performance

Objectives for the coming year

Professional Development

Additional Comments

To be completed by employee prior to interview

Part 2 Line Manager Assessment

Name _____

Line Manager _____

Key Points/Responsibilities from Job Description

Other Tasks/Assignments undertaken during Review Period

Evaluation of Effectiveness

To be completed by Line Manager prior to interview.

Part 2 **Line Manager Assessment**

Date of Review Meeting _____

Member of Staff _____

Job Title _____

Appraiser _____

Job Specification Revision

Areas of strength

Areas to be developed

Action Plan

To be completed by Line Manager in consultation with employee.