



**PERFORMANCE MANAGEMENT POLICY
DEMAT STAFF**

March 2017

Guide for Appraisers and Appraisees

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1. INTRODUCTION

1.1 Our Trust is committed to performance management to develop all staff and to improve the quality of service provided to pupils, parents and the school community. This policy covers all staff on short fixed term contracts of less than one term and those subjects to the probationary period. It sets a framework for all staff to agree and review priorities and objectives within the context of the school's development plan and their own development needs.

1.2 The Performance Management Scheme

- Is a continuous annual cycle
- links performance and the drive for continuous improvement and service
- is a rigorous approach to defining, assessing and rewarding achievement in the workplace
- ensures strong links to the Trust priorities
- increases the individual's understanding of how their job adds value to the organisation

1.3 The Performance Management cycle is:



1.4 We will implement our performance management arrangements based on:

- fairness. We all need to be aware of the potential for unconscious discrimination and to avoid assumptions about individuals based on stereotypes; and
- equal opportunity. All support staff will be encouraged and supported to achieve their potential through agreeing objectives, undertaking development and having their performance regularly assessed.

2 THE ROLES OF THE APPRAISER AND APPRAISEE

- 2.1 The role of the Appraiser is to lead the process. The role of the Appraisee is to participate in and contribute to the process.
- 2.2 Employees are normally appraised by their immediate manager because those who delegate work and monitor performance are best placed to appraise performance.
- 2.3 It is the responsibility of each Appraiser to own the process and to communicate it to staff. The Appraiser is responsible for investing time, energy and skill so that:
- Everyone is made aware of the advantages of performance management
 - Staff are clear about what is involved and are committed to their job descriptions
 - The Appraisers are responsive to staff queries and concerns
 - There is a consistent approach by all Appraisers

3 WORK PLANS

- 3.1 A workplan
- Is a 'living' document to be discussed regularly by the Appraiser and Appraisee and revised as appropriate;
 - Is the primary documentation for Performance Management and the Annual review meeting. The workplan confirms the contribution required of the individual towards the achievement of the Trusts objectives, which are related to the Trust Business Plan.
 - contains
 - Objectives
 - Tasks/actions
 - Performance indicators
 - Deadlines for achievement
 - Evidence of achievement
 - Learning and development plan.
- 3.2 It is the Appraiser's responsibility to develop the workplan in consultation with the Appraisee. Objectives should reflect the key tasks and responsibilities of the individual's job and be challenging enough to raise performance. Easy to achieve objectives will not stimulate an individual or make best use of their potential. However, they must be realistic and balanced. The number of objectives set will vary according to the nature of the job and the level of responsibilities. Normally there will be between 4 and 8 objectives.

3.3 Discussions about the development of the workplan should be based around

- The Trust Business plan
- Existing workplans
- Job descriptions
- Employee experiences of what is important in their job.

It should help the Appraisee to :

- give commitment to the Trust Business Plan
- know how well they are doing
- look back on what has been achieved during the reporting period
- formally acknowledge and celebrate success
- create successful working relationships
- identify areas for improvement
- agree objectives for the next review cycle.

3.4 Where an individual has not achieved an objective it is important to establish the reasons for non-achievement since those reasons may inform future decisions and actions and the development of learning and development plans.

4 DEVELOPING STAFF

- 4.1 To ensure that staff development is directly linked to objectives on a collective and individual basis the Performance Management Scheme includes the following elements:
- Learning and development activity to support workplan delivery
 - Review of learning and development undertaken in terms of quality, impact on service and value for money at individual and school level

5 TERMLY REVIEW MEETINGS

- 5.1 Termly Review meetings are normally short one-to-one discussions between the Appraiser and Appraisee. Meetings should be regular (at least termly), specific and positive to reinforce successful behaviour and encourage change where necessary. All staff need continuous feedback, praise and reassurance especially when they have done well and worked hard. Ways should be found to publicise and celebrate significant achievements.
- 5.2 Areas of under-achievement should also be discussed, but in a climate of support and encouragement rather than blame or punishment. Means of addressing under-achievement should be continually sought. However, there needs to be clarity that continued poor performance will be addressed via the capability procedure. Performance Management will be suspended if the capability procedure is invoked.
- 5.3 A brief note of the meeting and work observation outcomes should be retained by the Appraiser and Appraisee.

6 THE ANNUAL REVIEW MEETING

6.1 The annual review meeting is a structured discussion held between Appraiser and Appraisee. Its purpose is to assess overall job performance during the review period and find ways to improve and extend performance.

6.2 The meeting will have eight features:

- 1 Share assessment of performance relating to the whole of the previous cycle - normally 12 months. These assessments will be based on the workplan, work observation and the review meetings of the period in question.
- 2 Recognise and celebrate achievements.
- 3 Identify areas where performance could be improved and agree ways of achieving this.
- 4 Determine how the Appraiser can assist the individual to improve performance and where necessary improve the Appraiser's own input to the process.
- 5 Establish a workplan for the following 12 months.
- 6 Agree a learning and development plan
- 7 Plan a programme of regular review meetings and work observation leading up to the next annual review meeting.
- 8 A written record of the meeting should be retained by the Apraiser and Appraisee.

6.3 Effective Annual Review meetings have:

- Sufficient time and notice for both parties to prepare, and exchange information
- Proper preparation and identification of relevant information to support observations and assessments
- Discussion conducted in spirit of support and encouragement
- No surprises, initially problems should be raised during review sessions throughout the year
- Enough time allocated to do justice to the discussion
- An uninterrupted discussion which is private
- An open and honest two-way discussion with the individual taking the lead
- Documented conclusions and actions for both parties
- Commitment to any actions arising.

- 6.4 The record of the discussion and outcome of the Annual Review Meeting should be completed either at the meeting or shortly afterwards. The record should be countersigned by the Appraiser's own Manager. This will ensure an independent view of the process and should ensure consistency and fairness in the operation of the scheme. The record is maintained on the employee's Personnel file.
- 6.5 Relevant information from Performance Management documentation may be taken into account in making decisions and in advising those responsible for taking decisions, or making recommendations about performance, pay, promotion, dismissal or disciplinary matters.

7 PERFORMANCE RELATED PAY

- 7.1 The Headteacher will consider Performance Management outcomes in making recommendations on salary in accordance with the school pay policy. This may include recommending the withholding of an increment for service which is less than satisfactory, or the awarding of an honorarium where the employee's performance exceeds that which could reasonably be expected and the employee has made a sustained and substantial contribution to the school.
- 7.2 Where an individual is aggrieved about a salary decision there is right of appeal in accordance with the school's pay policy.

PERFORMANCE MANAGEMENT SCHEME

The Workplan

Date last revised:

Personal Details:

Name:

Job Title:

Period from:

To:

Job Title

Other details:

SIGNED: _____ (Post Holder)

SIGNED: _____ (Appraiser)

SIGNED: _____ (Appraiser's, Manager)

Date: _____

PERFORMANCE MANAGEMENT SCHEME

Learning & Development Plan

Objective (linked to workplan)	L&D Required Method e.g. course	Date (planned/undertaken)	Key L&D Objectives	Expected Outcomes	L&D Outcomes*

* Were key L&D objectives met and Expected Outcomes achieved? If 'No', give reasons.

PERFORMANCE MANAGEMENT SCHEME

Performance Review including Annual Performance Review

Appraisee's Assessment (your own view of your successes, achievements, non-achievements against workplan)

Additional issues (secondment, learning and development, absenteeism etc.)

Assessment by Appraiser

Action required (agreed action points in order to deliver the workplan and learning and development activity)

SIGNED: _____ (Appraisee - Post Holder) Date: _____

SIGNED: _____ (Appraiser - Line Manager) Date: _____

SIGNED: _____ (Senior Manager –
Line Manager's, Manager) Date: _____

