

PERFORMANCE MANAGEMENT POLICY FOR SUPPORT STAFF

I. PURPOSE

This policy sets out the framework for a clear and consistent assessment of the overall performance of staff and for supporting their development needs within the context of the College's Improvement Plan and their own professional needs.

2. LINKS TO COLLEGE IMPROVEMENT, COLLEGE SELF EVALUATION AND COLLEGE DEVELOPMENT PLANNING

The arrangements for performance management link with those for College self-evaluation and improvement planning. All reviewers explore the alignment of reviewees' objectives with the College's and Team's priorities and plans in the CIP/TIP. The objectives also reflect reviewees' professional aspirations.

3. CONSISTENCY OF TREATMENT AND FAIRNESS

The Governing Body is committed to ensuring consistency of treatment and fairness in the operation of performance management. To ensure this, the following provisions are made in relation to moderation, quality assurance and objective setting.

Quality assurance

The Principal delegates the reviewer role for some or all staff for whom he is not the line manager and moderates all the planning statements to check that the plans recorded in the statements of staff at the College:

- are consistent between those who have similar experience and similar levels of responsibility
- comply with the College's performance management policy, the regulations and the requirements of equality legislation

Objective Setting

The objectives set are rigorous, challenging, achievable, time-bound, fair and equitable in relation to staff with similar roles/responsibilities and experience, and have regard to what can reasonably be expected of any member of staff in that position given the desirability of the reviewee being able to achieve a satisfactory balance between the time required to discharge his/her professional duties and the time required to pursue his/her personal interests outside work. They also take account of the reviewee's professional aspirations and any relevant pay progression criteria. They contribute to improving the progress of students at the College.

The reviewer and reviewee seek to agree the objectives but where a joint determination cannot be made the reviewer makes the determination.

In this College all staff have no more than 3 objectives covering whole College and Team priorities. One objective must focus specifically on professional learning.

Reviewing Progress

At the end of the cycle assessment of performance against an objective is on the basis of the performance criteria set at the beginning of the cycle. Good progress towards the achievement of a challenging objective, even if the performance criteria have not been met in full, is assessed favourably.

4. APPEALS

At specified points in the performance management process the reviewee has a right of appeal against any of the entries in their planning and review statements.

5. CONFIDENTIALITY

The whole performance management process and the statements generated under it, in particular, is treated with strict confidentiality at all times. Only the reviewee's line manager or, where s/he has more than one, each of her/his line managers is provided with access to the reviewee's plan recorded in her/his statement, upon request, where this is necessary to enable the line manager to discharge her/his line management responsibilities. Reviewees are told who has requested and has been granted access.

6. TRAINING AND SUPPORT

The College's CPD programme is informed by the training and development needs identified in the training annex of the reviewees' planning and review statements.

The governing body ensures in the budget planning that, as far as possible, appropriate resources are made available in the College budget for any training and support agreed for reviewees.

With regard to the provision of CPD in the case of competing demands on the College budget, a decision on relative priority is taken with regard to the extent to which: (a) the CPD identified is essential for a reviewee to meet their objectives; and (b) the extent to which the training and support helps the College to achieve its priorities. The College's priorities have precedence. The reviewee is not held accountable for failing to make good progress towards meeting his/her performance criteria where the support recorded in the planning statement has not been provided.

7. APPOINTMENT OF REVIEWERS

The Principal appoints a reviewer who is usually a person's line manager.

Where a member of staff is of the opinion that the person to whom the Principal has delegated the reviewer's duties is unsuitable for professional reasons, s/he may submit a written request to the Principal for that reviewer to be replaced, stating those reasons.

All line managers to whom the Principal has delegated the role of reviewer receive appropriate preparation for that role.

8. THE PERFORMANCE MANAGEMENT CYCLE

The cycle for performance management is the academic year. The main review is held in June. This enables targets to be linked to the CIP/TIP cycle. Completed paperwork is submitted to the Principal by the end of the Summer term.

Where a member of staff starts their employment at the College part-way through a cycle, the Principal determines the length of the first cycle for that member of staff, with a view to bringing his/her cycle into line with the cycle for other staff at the College as soon as possible.

10. MONITORING AND EVALUATION

The Principal provides the governing body with a written report on the operation of the College's performance management policy annually. The report does not contain any information which would enable any individual to be identified. The report includes:

- the operation of the performance management policy;
- the effectiveness of the College's performance management procedures;
- staff training and development needs.

The Governing Body is committed to ensuring that the performance management process is fair and non-discriminatory.

14. REVIEW OF THE POLICY

The Governing Body (through the Community Committee) reviews the performance management policy annually.

The Governing Body seeks to agree any revisions to the policy with the recognised trade unions having regard to the results of the consultation with staff.

Ratified by the Governing Body
6th July 2010