



Working Together

Staff Performance and Development Review Policy

October 2018

History of Changes

Version	Description of Change	Authored by	Date
1.1	Reviewed – no changes	D Kerr	27.11.13
1.2	Changes to reflect new name and changes from standards to themes	D Kerr	Nov 15
1.3	Changes to reflect on line process	D Kerr	October 2018

Staff Performance and Development Review Policy

Supporting and Developing Staff through Performance Review

Policy Statement

All employees of Borders College are entitled to an annual Staff Performance and Development Review (SPDR), conducted by an appropriate line manager, to enable targets relevant to individual job roles and to the strategic aims of the organisation to be set, progress towards targets to be reviewed and staff development needs to be identified.

Introduction

The overarching principle on which the Borders College Staff Performance and Development Review process is based is that **staff are our most valuable resource, therefore supporting and developing staff to enable effective performance of job roles is a priority.**

There are a number of “rights and responsibilities” which support the College’s approach:

- Each employee has a **right** to a regular meeting with their line manager to discuss their job role, their performance and their training needs
- Each employee has a **responsibility** to engage in the process to ensure benefits for themselves and the organisation

And

- An employer has a **right** to discuss performance of job roles with employees to ensure the quality of provision of services to customers (learners) and the success of the organisation
- An employer has a **responsibility** to support and develop staff to enable them to perform their job roles effectively

Procedure

The Staff Performance and Development Review Procedure is managed by line managers and monitored by the Human Resources function.

Underlying Principles

In order to ensure effective implementation of this policy and procedure, a number of key principles apply:

- All individuals involved in the process will be trained prior to being reviewed – both reviewers and reviewees. Reviewees will be trained by their line manager in the process and reviewers will receive training from the HR department
- The process is based on a set of themes, appropriate to job role, against which performance is reviewed
- The review will take the form of a meeting between an individual and an appropriate manager (usually the line manager)
- The purpose of the meeting is to enable a meaningful discussion to take place between the manager and the individual member of staff
- An accurate record of the outcomes of the meeting will be held on HR21
- Both the reviewer and the reviewee must be adequately prepared for the meeting which will include the completion of the preparation form by the reviewee
- The meeting will take place in an appropriate setting with sufficient time allowed by both parties
- The outcome of the meeting will allow for recognition of an individual's strengths and identification of areas for development, where required
- An appeals procedure will apply in the event of a dispute regarding the conduct or the outcome of the review process

Administration and Timing

- Each individual staff member will be entitled to an annual review meeting, to take place between May and October each year

Training

Full training on the principles, the standards, the process and the online form will be given to line managers

Eligibility

All employees of Borders College are entitled to an annual Staff Performance and Development Review. Employees will become eligible for a review 12 months after completion of their probationary period. However, the review process will be differentiated according to job role and employment type to ensure relevance, appropriateness and usefulness to the individual in their job role.

Type of Review

The following table indicates the type and level of review appropriate to each group of staff:

Staff Group	Review Conducted By	Frequency	Duration
• SLT	• Line Manager	Annual	1hr 30
• Promoted Lecturers • Lecturers (permanent and temporary)	• Line Manager	Annual	1hr
• Support Staff including clerical, administrative, professional	• Line Manager	Annual	1hr
• Evening Class Lecturers • Peripatetic Assessors	• Line manager • Line Manager	Annual	30 mins
• Cleaners	• Line Manager	Annual	20 mins
• Life Models	• Line manager	Annual	20 mins

The Review Meeting

The review meeting will contain the following elements:

- A discussion around the issues raised by the reviewee in their preparation document
- A discussion of individual performance in relation to criteria appropriate to the job role
- A review of progress against previously agreed targets
- An agreement of appropriate individual targets for the next period
- A discussion which identifies training needs and opportunities
- An opportunity for the reviewee to record their comments
- The online document which records the outcomes of the meeting will be electronically signed by the reviewer and the reviewee at the time of the meeting
- The line manager carrying out the review will email the countersigning manager to alert them that a review is to be signed off
- The online review document will be signed, as soon as possible, by the counter-signing manager

Themes

Themes linked to the Strategic Priorities of the College have been used as suggestions to inform and guide discussions. They are not intended to be used as a rigid assessment of achievements. You may also choose to use themes linked to the College values and behaviours.

Appeals Procedure

Each individual will be entitled to one appeal in each annual review round. The appeal must be made to the immediate line manager of the reviewer, in writing, within 10 working days of the date of the review meeting. There will be two eligible grounds for appeal:

1. That the review process was not conducted in accordance with the policy and procedure
2. That the outcomes of the review are not agreed

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There are two possible outcomes where an appeal is upheld:

1. That the review is repeated in accordance with the policy and procedure
2. That a further review is conducted using a different reviewer (usually the counter-signing manager)

Where an appeal is not upheld the outcomes of the review will stand for the remainder of the review round period (ie 12 months).



VALUED
ENGAGED
MOTIVATED





Staff Performance and Development Review



To be completed by the HR Department			
Section 1 – Personal Details			
Name:		Department:	
Job Title:		Date of Appointment:	
Review Year:		Date Review Due:	
Reviewer:		Date of Review Meeting:	
Countersigning Manager:		Last Date for Return of Form:	

To be completed by the HR Department	
Section 2a – Are the Following Accompanying Documents Attached? (delete as appropriate)	
Current Job Description	Yes/No
Previous Individual Review	Yes/No

To be completed by Reviewer	
Section 2b – Are the Following Supporting Documents Attached? (delete as appropriate)	
Pre-meeting preparation and self review	Yes/No

To be completed by Reviewer	
Section 2c – Continuing Professional Development (delete as appropriate)	
CPD record reviewed by reviewer and satisfactory?	Yes/No

Do not forget to take the ‘Review Meeting Preparation’ sheet to the Review Meeting.

The Review Meeting is to be conducted in accordance with the policy and procedure.



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Achievements and Impact

Theme:

Theme:

Theme:

Areas for Development

Review Themes: 1 - Learning and Teaching. 2 - Enterprise. 3 - Customer Service. 4 - Business Improvement. 5 - Partnerships. 6 - External Relationships.



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To be completed by Reviewer		
Achievement of Objectives Set at Last Performance Review or Set at Beginning of New Job Role		
No	Individual Objectives	Reviewer's Commentary
Training Needs		
Targets for next year		

Review Themes: 1 - Learning and Teaching. 2 - Enterprise. 3 - Customer Service. 4 - Business Improvement. 5 - Partnerships. 6 - External Relationships.

Follow Up Actions	
Reviewer	Reviewee

To be completed by Reviewee
Reviewee Comments

We confirm that this form has been completed as a result of a staff review meeting and that the contents have been discussed, along with outcomes from the previous review and the targets set for the coming year are agreed and realistic.

Reviewer	
Name:	
Signed:	Date:

Reviewee	
Name:	
Signed:	Date:






To be signed by Countersigning Manager			
Countersigning Manager Confirmation			
I confirm that I have read and reviewed this Individual Review			
Signed:		Date:	

For HR use only			
Job description updated (if necessary)	Actioned by	Date	
CHRIS updated and original filed	Actioned by	Date	
Copy sent to Reviewee	Actioned by	Date	

Getting the most from the Staff Performance and Development Review



PREPARE



-  Think about what you would like to talk about at your review
-  Decide which themes are most relevant for you to discuss
-  Complete the preparation form – this will help to start the discussion off
-  If you are doing the reviewing – prepare a short list of discussion topics
-  Arrange a suitable time and location




ENGAGE



-  Come along to the meeting prepared to engage in a professional dialogue
-  Take advantage of the opportunity to have some time with your colleague to talk about your work, your achievements, your aspirations and expectations





REFLECT



-  Think about the work you have been doing – discuss the major achievements or concerns relating to that work
-  Think about the impact that your work has on the College and its students or on your colleagues or on our external customers
-  Think about what you could have done differently, what can be improved and what might be needed from yourself or from the College to increase the positive impact of your work




TALK



-  Remember that the review meeting is a conversation between a line manager and a member of staff. Discussing performance is a joint activity to be shared between the reviewer and the reviewee
-  Talk openly and honestly – maintaining professionalism and respect
-  Do not be shy about your achievements
-  Do not shy away from the areas where you would like some support to develop





AGREE



-  Discuss progress against objectives set at the previous review meeting and consider the impact of this progress
-  Agree challenging but achievable objectives to be worked towards for the period ahead
-  Agree on the training and development opportunities you require or wish to pursue in the period ahead





RECORD



-  The reviewer should note down the main points covered during the conversation
-  Note the themes discussed and record future objectives and targets
-  Note the identified training and development needs
-  Sign the form to approve the record of the conversation

IMPLEMENT



-  There may be actions emerging from the discussion for both reviewer and reviewee
-  Be clear about who is going to do what to move agreed plans forward
-  Keep in touch with each other about how the agreed actions are going
-  Arrange an interim review to discuss progress if needed

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Equality Impact Assessment

What Impacts may there be from this Proposal on any Group's ability to use the College services?

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Positive Impacts (Groups affected)	Negative Impacts (Groups affected)
All staff are provided with the opportunity to have a conversation with their line manager to discuss themselves and their development on at least an annual basis therefore there are positive impacts for all staff.	None identified
Actions taken to alleviate any negative Impacts:	
Recommendations:	

From the outcome of the Equality Impact Assessment, have negative impacts been identified for race or other equality groups?

No

Has a full Equality Impact Assessment been recommended?

Yes

No

Reason for recommendation:

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Status: Pending Approval by JCC
Policy Dated: October 2018
Author: Head of HR and Development
Review Date: October 2021
Equality Impact Assessed: November 2011