

## **APPRAISAL SUPPORT EMPLOYEES**

It is strongly recommended that governing bodies have robust appraisal systems in place for support staff. This section provides guidance and model documentation for schools to adopt.

### **Appraisal - General Guidance and Model Documentation**

- a) The annual appraisal will review progress over the previous year and agree targets for the following year.
- b). In addition, line managers may arrange work reviews on a termly basis to monitor progress against overall targets set.
- c). Appraisal assumes that all employees are average or better. For employees whose performance is causing serious concerns the appraisal scheme should be suspended and advice taken from HR (Employee Relations) regarding the use of the Capability Procedure.
- d) Amendments to job descriptions agreed by both the line manager and his or her line manager will need to be notified to the headteacher to make amendments to records.
- e) The full appraisal will usually include the yearly staff development interview. The outcome of the staff development interview may involve an approach to the headteacher to seek learning opportunities in a wider context.
- f) The process of appraisal involves sensitive inter-personal skills and therefore it is recommended that appraisees and appraisers undertake appropriate training.

### **Guidance for Appraiser**

Before the interview it may be appropriate to gather some information regarding the performance of the employee. As line manager you need to consider sources of information.

- a. You may need to be in a situation where you seek qualitative data in advance of the appraisal interview, for instance, if you have an employee that is undertaking a certain routine piece of work it may be useful to know how many such pieces of work have been undertaken over a defined time period. This could then be used in comparison to either other employees or to previous time periods to consider whether the work is being done more quickly or more slowly.
- b. In addition it is useful to consider qualitative data where as line manager you need to determine how well the work is being done. It may be appropriate to seek the views of customers or clients, colleagues or indeed subordinates of the person undergoing the

appraisal. It may be that the quality of the work can be judged in some other objective way.

- c. Before you enter the appraisal it would be useful to make sure that you have a copy of the person specification and job description to hand and that one of the outcomes of the appraisal is to make sure that these documents are still up to date.
- d. The appraisal interview will look at the performance of the employee over the previous year and where the performance has been good it is a formal opportunity to thank and congratulate the employee concerned. However the appraisal's primary objective is to look forward to the following year and to allow any improvements to be made to the context of the job which will allow the performance of the employee to rise to a higher level.
- e. There are a number of aspects in the job context which may improve performance. The most obvious one is that the appraisal may identify some area where some development need is apparent. This may be met through sending the employee on a training course or perhaps work shadowing, mentoring, reflective reading, etc., etc. These elements will be developed through the part of the appraisal that concentrates on the staff development interview.
- f. Another aspect of the job context might be to do with internal communications and the employee may state at the appraisal interview that they could achieve more in their job if they were to receive information more quickly or coherently or to be included in some sort of information network.
- g. Another aspect might be to do with the job environment. An employee may state that, for instance, changes in information technology or other work station issues could improve their performance. This would obviously have a resource implication to it.
- h. Other aspects might be softer issues to do with teamwork, morale, and how people work together and it may be that some sort of group training or group development is appropriate as a result of considering the results of a number of appraisals together.
- i. The ultimate objective of the appraisal particularly for the line manager will be to remove obstacles to employees increasing their performance and the underlying theme of the appraisal is that every employee has an inherent desire to be better at their job. Therefore it is important that the appraisal is approached in a sensitive and human way and not as a mechanistic and bureaucratic exercise. Ultimately the appraisal is a formal manifestation of what should be a day to day recognition by the line manager of the value and worth of employees in the organisation.

## Guide for the Appraisee

Your appraisal interview is an opportunity for you to tell your line manager how you have perceived your job over the previous year and talk together about how obstacles to improved performance can be removed in the year to come; and how training and other opportunities may be used to help you improve your performance. Before you go into the appraisal interview it would be useful for you to consider the following questions:

- a. What has been the nature of your work over the previous year? Has it remained roughly the same or has it changed and are those changes likely to continue over the next period?
- b. How do you know how well you are doing? What internal self-assessment do you use to tell you whether a piece of work that you have undertaken is achieved to a high standard? Do the people you deal with give you feedback on your performance? Do you invite feedback?

These are questions which allow you to talk authoritatively to your line manager about how you perceive your performance at work. Your line manager may also ask you to provide some more formal information regarding the quantity and quality of the work that you have undertaken and this can be used as a basis for your discussion.

The appraisal interview will aim to formally record the jointly agreed view on how well you have done over the previous year and to jointly record how your performance can be improved over the following year. It is obvious from this that the underlying theme of the appraisal interview is one of continuous improvement. The appraisal statement should be signed by both you and your line manager and a copy kept confidentially for each person. Issues regarding changes in the working environment may need to be passed to the headteacher for further advice. An appraisal is a formal annual event but on a termly basis there may be a less formal work review to review progress against the appraisal statement.

**Record of Appraisal Interview**

Name of employee .....

Job title .....

Name of line manager .....

Job title .....

Date of appraisal interview .....

Overall review of previous year (put in the box below)

**Record of Appraisal Interview**

Issues identified to improve performance in the coming year (put in box below)

Specific time based projects identified for the coming year (put in the box below)

**Appraisal Interview**

Staff development interview.

The following learning/development opportunities were identified at the appraisal interview  
- put in box below

Job description discussed

Yes

No

Any changes to the job description put in the box below

Signed by employee .....

Signed by line manager .....