

## Performance Management Policy & Procedure (Appraisal)

Author	Head of HR
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Person Responsible	Deputy Chief Executive
Approval/ review body	SLT
Frequency of Review*	36 months

\* Policies will be reviewed more frequently if legal changes or good practice require

Review History:		
Date of review	Reviewed by	Reason for review
April 2018	HR Manager	New policy, separated from Probation Policy in line with Legal Advice
October 2023	Head of HR	General Review

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#### Related policies/documents:

Sickness Absence Policy & Procedure  
Teaching & Learning Policy

## **1. Introduction**

The purpose of this policy is to emphasise North Kent College, which incorporates Hadlow College, hereinafter collectively called “the College” has a commitment to the fair, equal and consistent treatment of all employees during their employment.

This policy sets out the procedures for performance management (appraisals). A good performance management process is vital to enable the College to provide the appropriate level of support to employees in their role.

The policy provides managers and staff with a framework for performance management processes, which promote good employment practices and a consistent approach to performance for all. Line managers have the lead responsibility for the on-going performance management processes, supported by Human Resources (‘HR’) as necessary.

## **2. Aim of the Performance Review**

2.1. The performance review system is a business tool which helps to align individual skills and activities to the College, your department and the performance standards required by the College.

2.2. We use performance reviews to:

2.2.1. set expectations of performance in role.

2.2.2. set objectives for individuals and the business, linked to Departmental and College wide plans.

2.2.3. assess and discuss performance.

2.2.4. recognise achievement; and

2.2.5. support development and career progression.

2.3. The formal process helps to embed Performance Review in our culture, and generates important records for:

2.3.1. review and performance.

2.3.2. agreed objectives; and

2.3.3. personal development.

## **3. The process**

3.1. In practice, feedback on performance should be part of everyday working so there is a constant focus on helping everyone to achieve their best.

3.2. The formal process takes place annually and has three stages:

- 3.2.1. Stage 1: Preparation.
- 3.2.2. Stage 2: The Review meeting; and
- 3.2.3. Stage 3: Signing off the discussions.
- 3.3. The appraisal review process runs from 1 September to 31 December in each year. During this time, all members of staff will receive their annual review.
- 3.4. Appraisal records are completed in a performance appraisal form. Both Reviewer and Reviewee have access to previous appraisal records.

#### **4. Stage 1 – Preparation**

- 4.1. The responsibility of Reviewer is assigned as being the person best placed to understand and comment on the Reviewee's performance and guide future effort.
- 4.2. It is the responsibility of the Reviewer to arrange an appraisal meeting at least two weeks in advance of the meeting date.
- 4.3. Reviewees should complete an individual assessment of their performance against previous objectives at least five working days before the review meeting. This preparation form should be available at the meeting for discussion.
- 4.4. Both the Reviewee and Reviewer should ensure that, once the review meeting has been booked, the time for this purpose is held sacrosanct. Reviews are important to individuals and the College.
- 4.5. Reviewers and Reviewees should review performance against the objectives set in the previous year's review and make a note of achievements and potential areas to gain new skills or experience.
- 4.6. Reviewers will familiarise themselves with the paperwork; including best practice performance standards relevant to the role, agreed objectives and development activities from the previous review.
- 4.7. Reviewers will collate and consider evidence of performance from throughout the year against objectives and the best practice performance standards.

#### **5. Stage 2 – The Review meeting**

- 5.1. The meeting is an opportunity for open two-way discussion, where both parties can ask questions and contribute. The aim is to:
  - 5.1.1. review previously set objectives.

- 5.1.2. undertake an assessment of performance in the Reviewee's role and against the College's behaviours and strategic aims.
- 5.1.3. hold a discussion about the Reviewee's most recent lesson visit (staff with teaching responsibilities only).
- 5.1.4. undertake an assessment of developmental needs and identification of action needed to address such needs. This may include formal staff development, mentor support, eLearning, line manager support via regular meetings, action plans, self-study/research.
- 5.1.5. undertake an assessment of more general aspects of employment such as time keeping, absence, commitment/attitude to role, team and College.
- 5.1.6. undertake a review of the Reviewee's current job description, if appropriate; and
- 5.1.7. discuss career development, if appropriate.
- 5.2. Look back - feedback should be relevant and constructive with specific examples where appropriate to help understand feedback.
- 5.3. Look forward:
  - 5.3.1. agree future objectives and development activities; and
  - 5.3.2. discuss and agree objectives for the coming year. Objectives should be SMART (Specific, Measurable, Agreed, Realistic, Time Bound).

## **6. Stage 3 – Signing off the discussions**

- 6.1. After the meeting, the Reviewer will complete a written record of the discussion in the relevant appraisal form and submit it to the Reviewee, normally within two weeks of the appraisal meeting date. The Reviewee will be required to sign off and add any comments, within five working days.
- 6.2. Once fully signed and agreed, the Reviewer should send the final version of the appraisal to the HR Department so that it can be placed on the Reviewee's HR record.
- 6.3. The Reviewee's senior line manager or head of department will act as the moderator should there be a dispute over the outcome or objectives. In this event, they will act as an arbitrator and should satisfy themselves that the reviewer's judgement is fair and unbiased, ensure that the process has been conducted correctly and that standards have been met.

## **7. The Six-month Review**

- 7.1. Although it is not a requirement of the formal appraisal process, the College encourages the completion of a six-month performance review where possible. The purpose of this review is to focus on assessing progress and confirming that appropriate support is available. It is intended to be a short process.
- 7.2. At the six-month review the following will be considered:
  - 7.2.1. a review of the previously set objectives to ensure they are still appropriate and valid.
  - 7.2.2. a review of progress against the objectives
  - 7.2.3. development needs will be reviewed and progress made to date
  - 7.2.4. The Reviewer will complete the review form, this will not be recorded in the HR system.

## **8. Queries/Help**

If you have queries about the performance appraisal process please contact Human Resources, your SLT Lead or your Line Manager (the Reviewer).