



M O R A Y C O L L E G E

STAFF REVIEW SCHEME
Incorporating Internal Customer Evaluation

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1.0 INTRODUCTION

1.1 Scope

The provisions contained within this document apply to all employees of Moray College. The document covers all aspects of the formal and systematic review of staff performance and that of Sections and Divisions.

It is not expected that the full process will be used with supply staff but that Line Managers will meet with them, individually or as a group, for a brief review meeting on an annual basis.

1.2 Objective

The Scheme has been prepared to give guidance to all staff who will be either participating in or conducting the staff review scheme. It details the practical and administrative procedures to be followed at all levels of the organisation on implementation of the Staff Review Scheme.

1.3 Definitions

Reviewer - Normally the line manager of the reviewee.

1.4 Responsibilities

Reviewers are responsible for ensuring that they comply with these procedures but it is the responsibility of each employee to familiarise himself/herself with the contents of this document.

The Head of HR is responsible for issuing, revising and monitoring this procedure.

1.5 References

Organisation Chart
Job Descriptions
Staff Development Policy and Procedure
UHI Professional Review Scheme
Teacher Education Strategy
Management Development Strategy

2.0 PROCEDURE

2.1 The Purpose of the Staff Review Scheme

The overall purpose of the Staff Review Scheme is to improve the ability of the College to fulfil its aims as stated in the Strategic Plan.

In establishing a formal process of reviewing the contribution that each member of staff makes to achieving College objectives, the scheme provides an opportunity to shape and clarify College, Divisional and Sectional goals and standards. A key objective is to offer each member of staff a formal means to clarify and review their responsibilities and relationships and to embrace the opportunities for continuous professional development (CPD).

The stages of the process are illustrated in Appendix A.

2.2 Stage 1 Internal Customer Evaluation (see Appendix B)

This stage is to be completed by 30 September each year.

It constitutes a cross college evaluation by each section/division of the areas with which they come into significant contact. It is based upon the principle of the services provided and received as internal customers. These gradings, with additional comments, should be informed by a meeting with sectional/divisional staff and reflect their collective opinion.

The Head of Section/Division for the reviewing area is responsible for notifying other Heads of gradings and comments.

The gradings are those used by HMLe and it is intended that feedback provided is used by Sections/Divisions to inform the Sectional/Divisional Reviews (Stage 2 of this process), Operational Plans, Academic and Support Self Evaluations, Staff Reviews and Staff Development Plans.

2.3 Stage 2 Sectional/Divisional Review (see Appendix C)

This stage is to be completed by 30 November each year.

It represents the sectional/divisional response to issues raised in their cross college evaluations (Stage 1).

This will be informed by a sectional/divisional meeting, which will address the main issues and identify action points.

Each Head of Section/Division is responsible for ensuring that all action points are addressed prior to the next round of Internal Customer Evaluation.

It is intended that this will again inform Sectional/Divisional Operational Plans, Self Evaluations, Staff Reviews and Staff Development Plans.

2.4 Stage 3 - Preparation for Review Interview (see Appendix D)

This stage starts the main Staff Review phase and must be completed prior to agreeing an agenda for the main review meeting.

This stage covers:

- (a) Self Evaluation
 - (b) A record and review of CPD
 - (c) Future CPD
 - (d) Upward Evaluation
- (a) The reviewee undertakes self evaluation of his/her performance since the last review in relation to the objectives contained in the reviewees Job Description and taking cognisance of the cross college review outcomes. Specific reference should also be made to progress made on the objectives agreed at the previous review meeting.
- (b) A detailed breakdown of any continuous professional development activities undertaken since the time of the last review should be completed detailing the name of the activity, date undertaken and the impact upon the reviewee's job performance.
- (c) This should then inform, in conjunction with College and Sectional/Divisional objectives, the future continuous professional development activities identified by the reviewee and be noted on this form.
- (d) Finally, during this stage the reviewee has the opportunity to evaluate the support provided to him/her since the last review by the line manager through the divisional/sectional structure using the same HMle gradings as in Stage 1.

It is expected that any issues of concern raised by the reviewee through upward evaluation would inform the topics on the agreed agenda.

The reviewee will be required to prepare and submit the information produced during Stage 3 to the reviewer no later than 5 days prior to individual staff review meeting.

2.5 Stage 4 Agenda Setting and Staff Review Meeting (see Appendix E)

Staff Review meetings and associated paperwork should be completed by 15 April each year. Thereafter, a Sectional/Divisional Staff Development Plan should be forwarded to the Head of Learning Services by 30 April.

The agenda for the Staff Review should then be jointly set between the reviewer and the reviewee and may be informed by the Stage 3 process. The

agenda should be agreed and available to both parties two days before the review meeting.

This core element of the process will be the individual staff review interview based on the agreed agenda. Both parties should aim to use the interview to allow an open and honest exchange of views and to this end the interview should take place in a suitable location. The interview should be conducted in a manner which respects the rights of both parties.

The reviewer shall prepare a formal record of each interview (Appendix E). This will be confined to:

- (a) Objectives/CPD/training agreed at the previous review and the progress towards achievement
- (b) Objectives/CPD/training agreed at current review
- (c) Any notable issues or other comments

The signed Record of Staff Review Meeting and Review Outcomes forms should be forwarded to the HR Section by the reviewer. General feedback from the review meetings will highlight sectional/divisional needs.

This should be followed up with the production and submission of a Sectional/Divisional Staff Development Plan (incorporating a review of the previous years Staff Development Plan) to the Head of Learning Services by 30 April each year (see Appendix F).

Please note that staff wishing to apply for UHI staff development support will require to complete the UHI form SD1 and return to to the Head of Learning Services at Moray College by 15 April each year.

2.6 Stage 5 Interim Review (Appendix E)

This should be completed by 20 December each year and will be regarded as an important aspect of the process.

Progress towards objectives will be monitored on an individual basis between the reviewer and the reviewee at an interim review meeting. This provides an opportunity to review/evaluate objectives and any CPD/training agreed at the Stage 4 meeting.

Staff Review – The 5 Key Stages

Appendix A

<p style="text-align: center;">Stage 1</p> <p style="text-align: center;">(By 30 September each year)</p> <p style="text-align: center;">Internal Customer Evaluation</p>	<p>Details passed to other Sectional and Divisional Heads</p>
<p style="text-align: center;">Stage 2</p> <p style="text-align: center;">(By 30 November each year)</p> <p style="text-align: center;">Sectional/Divisional Review Meeting</p>	<p>Response to issues raised through cross college evaluation</p>
<p style="text-align: center;">Stage 3</p> <p style="text-align: center;">Preparation for Review Meeting</p>	<ul style="list-style-type: none">(a) Self Evaluation(b) A record and review of CPD(c) Future CPD(d) Upward Evaluation
<p style="text-align: center;">Stage 4</p> <p style="text-align: center;">(By 15 April each year)</p> <p style="text-align: center;">Staff Review Meeting</p>	<p>Staff review agenda set based on Interviewee's self evaluation and upward evaluation of line manager</p> <p>Formal Staff Review Meeting takes place and individual training/development needs passed to the Head of Learning Services. Staff development plan completed and submitted to the Head of Learning Services by 30 April.</p>
<p style="text-align: center;">Stage 5</p> <p style="text-align: center;">(By 20 December each year)</p> <p style="text-align: center;">Interim Review Meeting</p>	<p>Short interim review meeting takes place to allow reviewer and reviewee to monitor progress towards agreed objectives</p>

Stage 1 – Internal Customer Evaluation (by 30 September)

Please evaluate the service/support provided to you by any of the following departments/divisions as necessary as follows: very good, good, fair, unsatisfactory. This should only be areas with which you have had significant contact. These judgements indicate:

Very good.....major strengths

Good.....strengths outweigh weaknesses

Fair.....some important weaknesses

Unsatisfactory.....major weaknesses

Please include comments which would be helpful to the section/division in planning their developments, remembering that such plans will need to be SMART. (You do not need to evaluate sections/divisions that you do not come into significant contact with in the achievement of your own departmental/divisional objectives.)

Name of Section/Division carrying out the Evaluation:.....

College Secretariat	Evidence (must be provided)	Very Good	Good	Fair	Unsatisfactory
HR					
Estates (including Site Assistants, Helpdesk, Maintenance, Health and Safety and Housekeeping)					
Board Administration					
IT Unit					
MIS					
Reprographics					
College Finance	Evidence (must be provided)	Very Good	Good	Fair	Unsatisfactory
Finance (inc. Payroll)					

DSCS	Evidence (must be provided)	Very Good	Good	Fair	Unsatisfactory
Student Guidance					
Student Finance					
Registry (inc Accommodation and Reception)					
Learning Services: LRC					
Learning Services: Extended Learning Support					
Learning Services: Staff Development					
Learning Services: Support for Learning and Teaching inc Core Skills					
Quality Unit					
Nursery					

External Contacts	Evidence (must be provided)	Very Good	Good	Fair	Unsatisfactory
External Contacts and Income Generation					
Marketing					
LEC Contracts					
Programme Centre					

European/International	Evidence (must be provided)	Very Good	Good	Fair	Unsatisfactory
European and International Relations					

PMG	Evidence (must be provided)	Very Good	Good	Fair	Unsatisfactory
Principal's Management Group					
Principal's Office					

Division	Evidence (must be provided)	Very Good	Good	Fair	Unsatisfactory
Business & Communication					
Computing , IT, Art & Skills for Life					
Care and Social Sciences					
Hospitality, Hairdressing, Beauty & Complementary Therapies					
Science, Maths and Sport					
Technology					
Refectory					

Stage 2 - Sectional/Divisional Review

A brief minute should be produced and any issues arising from the meeting should be intimated to the appropriate parties		
Issue:	Action/Suggestion:	Timescale & Responsibility:



Staff Review

Appendix D

Stage 3 – Preparation for Review Interview - Self Evaluation

Reviewee:		Reviewer:	
Post:		Section/Division:	

Review of Performance against Objectives
Objectives from Job Description
Objectives agreed from previous meeting

Please provide to Line Manager no later than 5 working days before your Review Interview

Stage 3 – Preparation for Review Interview - A record and review of Continuing Professional Development (CPD)

This relates to any of the below that you have either completed or has been ongoing since your last review:

- Curriculum responsibilities
- ICT
- Short-term projects and short life working groups
- Subject network involvement
- Membership of professional body
- Academic research
- Internal moderation responsibilities
- Pursuit/achievement of academic qualifications
- Membership of college committees
- Connection with other bodies eg SQA, UHI
- “Buddying” colleagues
- Visits to other institutions
- In-house courses (both participation in/delivery of)
- Industrial secondments
- Peer review

For each activity above or others not mentioned please provide the details below. Your formal CPD record is available from Learning Services.

Dates	Activity	Impact on Job Performance
March 2004	Customer Care	Greater awareness of other college sections/divisions

Please provide to Line Manager no later than 5 working days before your Review Interview

Stage 3 – Preparation for Review Interview - Future CPD

Reviewee:..... Date:.....

What future CPD would you recognise as important to your own development in meeting sectional/divisional needs?

- Curriculum responsibilities
- ICT
- Short-term projects and short life working groups
- Subject network involvement
- Membership of professional body
- Academic research
- Internal moderation responsibilities
- Pursuit/achievement of academic qualifications
- Membership of college committees
- Connection with other bodies eg SQA,UHI
- "Buddying" colleagues
- Visits to other institutions
- In-house courses (both participation in/delivery of)
- Industrial secondments
- Peer review

Please provide brief details of the activity and some justification as to why you feel it would be beneficial.

Future Personal Development	
Activity	Justification

Please provide to Line Manager no later than 5 working days before your Review Interview

Stage 3 – Preparation for Review Meeting - Upward Evaluation

Name of Line Manager:	Name of Reviewee:
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Please evaluate the support provided by your line manager through your divisional/sectional structure.

These judgements indicate: Very good.....major strengths
 Fair.....some important weaknesses
 Good.....strengths outweigh weaknesses
 Unsatisfactory.....major weaknesses

	Very Good	Good	Fair	Unsatisfactory	Comments/Examples
The communication of information you require to carry out your duties					
The regular feedback you require to be effective	Very Good	Good	Fair	Unsatisfactory	Comments/Examples
The general level of support provided to you in order to perform your duties as defined in your Job Description	Very Good	Good	Fair	Unsatisfactory	Comments/Examples

Suggestions for Improvements:	(Please note that issues of concern should form agenda items for the Review Meeting)
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Please provide to Line Manager no later than 5 working days before your Review Interview



Stage 4 - Agenda

Reviewee:		Reviewer:	
Job Title:		Section/Division:	

Agenda of Meeting to be held on	
1.	
2.	
3.	
4.	
5.	
6.	

The agenda items should be agreed with the reviewer and available to both parties 2 days before the review meeting.



Stage 4 – Record of Staff Review Interview

Reviewer:..... **Reviewee:**..... **Job Title:**..... **Date:**.....

Objectives Agreed at Previous Review		Progress
Objectives Agreed at Current Review		Timescales
Issues/Other Comments		

Signatures for Main Review

Date..... Reviewer..... Reviewee.....

Signatures for Interim Review

Date..... Reviewer..... Reviewee.....

Staff Review Appendix E

Stage 4 – Review Outcomes

Reviewer:..... Reviewee:..... Job Title:..... Date:.....

Please classify each need as related to development in one or more of the following areas:

- Curriculum responsibilities
- ICT
- Short-term projects and short life working groups
- Subject network involvement
- Membership of professional body
- Academic research
- Internal moderation responsibilities
- Pursuit/achievement of academic qualifications
- Membership of college committees
- Connection with other bodies e.g. SQA
- “Buddying” colleagues
- Visits to other institutions
- In-house courses (both participation in/delivery of)
- Industrial secondments
- Peer review

Required Training/Training Needs

Staff Development Training Needs	Objective of Provision	Means of Achieving Objective	*Classification of Need	Target/Review Date

* Classification: A = Academic discipline L = Learner Access T = Teaching ICT = Information & Communication Technology M = Management R = Research O = Other

This page will be copied and forwarded to the Head of Learning Services for UHI and internal purposes.

Date of Next Meeting.....

Reviewer Signature:		Reviewee Signature:	
Date:		Date:	



Staff Review Appendix F
Stage 4
Sectional/Divisional Staff Development Plan

**Section/
Division:**

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Sectional/Divisional Staff Development Evaluation

Evaluation of impact of CPD/training undertaken since the last review on the achievement of the Sectional/Divisional and College objectives.

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Sectional/Divisional Staff Development Plan

This plan should cover the three year period of the Academic Plan and include any anticipated CPD/training showing how it relates to Sectional/Divisional and College objectives.

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**Head of Section/
Division:**

Print Name

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**Head of Section/
Division:**

Signature

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