

GBS Malta

Staff Performance and Appraisal Policy

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1. Purpose

1.1 Integral to its employment and staff development policies, GBS Malta will undertake an annual review of the performance of staff members, including free-lance teachers.

1.2 The staff appraisal scheme will be used for full-time and part-time staff employed by GBS Malta. Freelance, part-time hourly paid teaching staff will have an annual performance review informed by observation of teaching and student feedback.

1.3 It has been agreed by staff and management that annual staff appraisals will contribute to the strategic planning for GBS Malta and also identify the individual staff development and training needs of the staff team.

2. General principles and the appraisal system

2.1 The general principles of the appraisal system are as follows:

- Staff appraisals will take a proactive, inclusive approach to resolving issues that emerge.
- Appraisals will not raise unexpected issues and will adhere to the principles of equal opportunities and confidentiality, and ensure fair and equitable involvement.
- Staff appraisals will utilise experience gained by staff through their work, in order to help GBS Malta to develop and implement its strategic plan, identify training needs, review performance and determine mutually agreed performance targets for the year ahead
- For teaching staff the outcomes of teaching observation will feed into the staff appraisal

2.2 In support of the above principles the appraisal system will include a briefing for staff members using the frequently asked questions (FAQs) document. The system

will be subject to an annual review to ensure that it is appropriate to the changing needs of GBS Malta.

3. Implementation of the appraisal system

3.1 Appraisals will be undertaken annually; timetabled within the programme of strategic planning. Line Managers will be responsible for appraising staff in their team/section. The International Provost will undertake appraisal of senior staff. Staff will be issued with a standard appraisal form, to be completed prior to the appraisal interview by the member of staff and the line manager.

3.2 The appraisal interview will be based on the collated information, and will review progress and performance against strategic aims and objectives (both of the individual and GBS Malta).

3.3 For teaching staff the outcomes of observation(s) of teaching that have taken place since the last staff appraisal will feed into the appraisal. The person conducting the appraisal will normally have the completed form from the teaching observation and any associated action plan. The completed teaching observation form and associated action plan should accompany the completed appraisal form and be discussed at the appraisal session itself.

4. Appraisal disputes, appeals and arbitration

4.1 In exceptional circumstances, where there may be evidenced disagreement in agreeing outcomes and the content of appraisal, the staff member will be able to discuss issues with the International Provost, and/or a designated member of senior management.

5. Guidelines on procedures and processes

5.1 Appraisals will consider the individual's post, skills and performance, as well as GBS Malta's performance. The steps listed below will be followed:

- Preparatory work – Gathering of a wide range of relevant information and completion of checklists by appraiser and appraisee
- The joint interview - a scheduled and uninterrupted session that allows full exploration of issues with agreed and recorded outcomes
- Follow up work - completion of paperwork by appraiser, to be agreed with appraisee, including career and personal development plan and development objectives.

The Appraisal Form will be used for the Appraisal Process

6. Information to support the appraisal process

6.1 Information for the Appraiser:

- Development plan for the organisation (Strategic Plan)
- Job descriptions for the individual
- Work programme for individual work packages
- Examples of work completed and reports
- Targets which have been set – and the results of these if available
- Any objective measurement of performance against these targets

- Staff development plans for the individual
- Report on observation of teaching and associated action plan
- Records from any supervision meetings
- Feedback from students and other staff of the appraisee

6.2 Information for the post holder (Appraisee)

- Agreed work programme notes from previous Appraisal meeting
- Notes from previous appraisal meeting
- Information about particular achievements or difficulties at work
- Results of achievements against any targets set
- Report on observation of teaching and associated action plan
- Proposals for areas of work to develop or learn

7. System of recording and overall summary of performance

7.1 Assessment and measurement of performance will be summarised against the following standards:

- Exceptional
- Above agree standard
- Met standard in all major respects
- Below standard performance
- Unacceptable level of performance

8. Completed summary reporting method

8.1 The Appraisal Summary (with Development Objectives attached) and the pre-meeting checklist, completed by both the Appraiser and the Appraisee, will be appended to the individual's personnel file. These will remain confidential to the line manager (appraiser) and the post holder, and will only be viewed by a third party in the event of arbitration or other exceptional circumstances.

8.2 The career and personal development plan must be filed in the individual staff member's portfolio, with a copy being retained in a central staff development file. This information will be collated and passed to the designated person(s) with responsibility for developing an annual staff development programme.

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