

All the geese

Nickii Messer

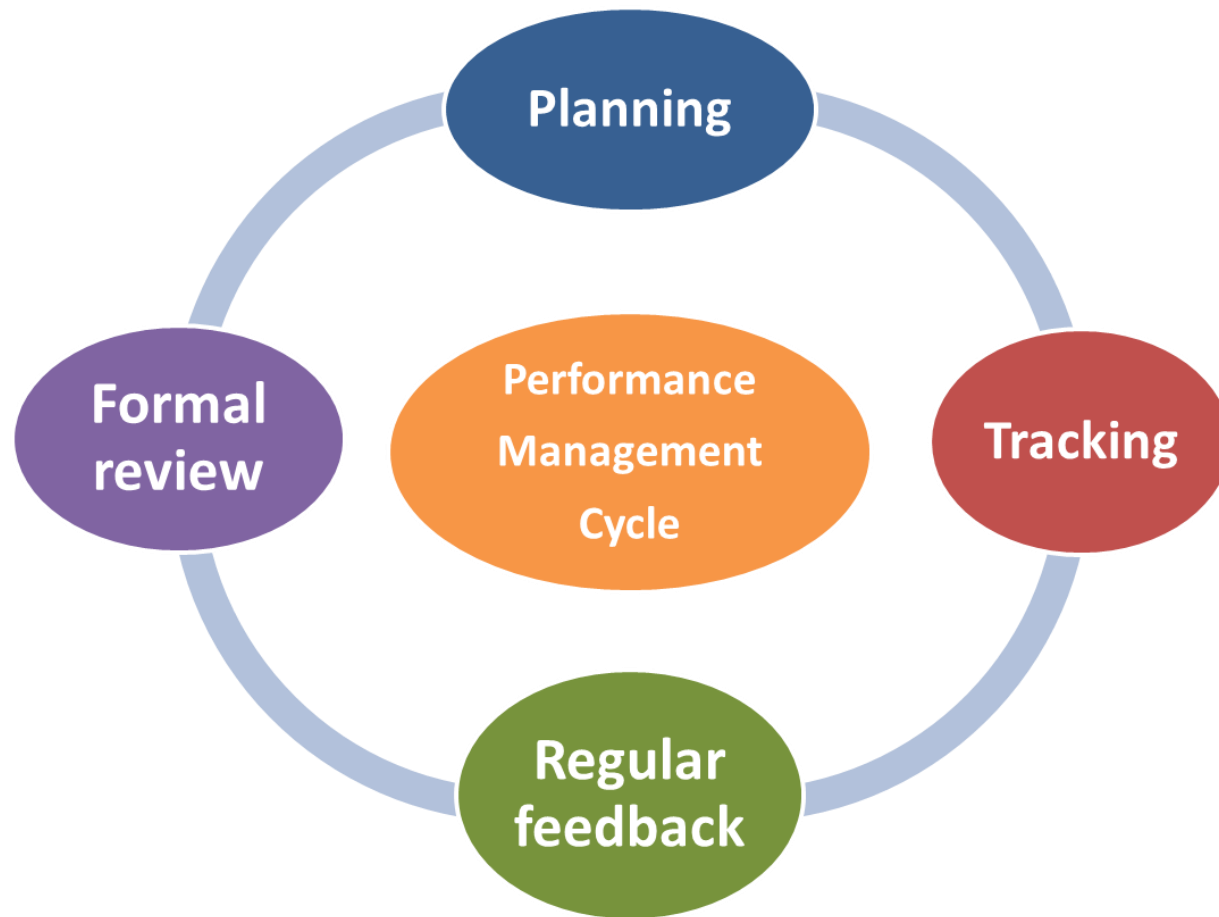
School Business Management and
Leadership Development

**Getting Support Staff Performance
Management Started**

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Performance management is not 'an event'



Dina Asher-Smith: Fastest woman in the world (2018)



She didn't smash every record in 2018 by having a meeting with her line manager for an hour and then given three SMART targets!



My Case Study



Starting Point: Need

Need: School Improvement – always needed

SBM role to make sure every member of support staff in school was effective and efficient.

SBM role to ensure robust and consistent appraisal/ performance management for all support staff



Challenges

- School claims culture of equality and commitment to CPD and Performance Management, yet it wasn't happening for support staff
- Resistance to change – “we don't do that here”
- Fear of unknown – support staff don't understand the process (or the benefits!)
- SBM time – There is never enough!
- Variety of support staff roles



So why else?

Lots of reasons!

- Good practice
- Parity – support staff deserve professional development as much as teachers
- Development of workforce – targeted CPD
- Improves communication – line managers and staff understand each other better
- Job satisfaction – developed staff are more motivated
- Staff welfare – feeling appreciated is a BIG welfare factor



But how?

- Created team leadership structure – identify teams and team leaders
- Started training leaders to be leaders – JD and Person Spec for all leaders
- Developed policy in line with teachers' policy – once it is in policy, you can make it happen!
- Framework for who does what
- Started with Team Appraisal – see further on...
- Individual PM started with line managers
- I was determined, I made it manageable, I made it meaningful, I MADE IT HAPPEN!



Top Tips for PM meetings

- Agree what you and your appraisee want from the experience
- Set quality time aside – suggest minimum of hour
- **Keep life chances and wellbeing of children central to all conversations**
- Find somewhere quiet!
- Have framework to work to (eg pre-questionnaire, review last 12 months, JD, targets, CPD requirements, next meetings, etc)
- Make sure you and your appraisee feels secure



ISBL Professional Standards



ISBL Code of ethics

In all activities, school business management professionals should... make the wellbeing and improvement of the life chances of pupils a basic principle in all decision-making and actions.

BEHAVIOURS

These are for all in school business management. So consider including them in Team Person Specifications, in Leaders' Person Specifications, and as 'Soft' targets for support staff.



Develop middle leaders/managers



- To lead support staff through organisational change
- To ensure optimum service – improving skill and will
- To support appraisal/PM & targeted CPD
- To influence decisions
- To keep staff informed, secure and inspired
- To ensure succession and sustainability
- To provide rigour and consistency
- To focus on SDP/SIP targets.
- To allow you to focus on strategic leadership



Introduce Team Appraisal

- Introduce the whole concept of Support Staff Performance Management through an INSET half day training session.
- Explain the *Why* (to provide the best quality service for the life chances and wellbeing of the children) and the *How*.
- Allow time (1½ hrs the first time, an hour each year afterwards) for the team to get together, with the team appraisal framework, and to appraise themselves as a team.
- Team appraisal is not about being judgemental, but making judgements, as a team, about where we are now, and how we can improve.



Team Appraisal framework

Team name:	
Team values	
Team: what/who are we here for, what are our objectives?	
Team: what went well over the last 12 months [WWW]	
Team: over last 12 months – even better if...[EBI]	
Team vision and development priorities for next 12 months	
Team Behaviours (ISBL) required x 3	
Team and individual training needs	



Everyone working in a business context

If you feel brave, the next step is to get your teams to write out their own SLA...

SLA sets out the services the team provides and to what standards. This forms part of the 'contract' between the team and immediate stakeholders. Typically it includes:

- the services provided
- the standards of service
- the delivery timetable
- responsibilities of supplier and customer
- mechanisms for monitoring and reporting
- how disputes will be resolved



Team Service Level Agreement

Team name:	
The service/s our team provides	
Who we provide these services to	
Which services are most important	
What does 'high quality service' look like	
Which services need a 'delivery timetable' & what are those times?	
What are our responsibilities as a team?	
What are our clients' responsibilities?	
Mechanisms and timescale for monitoring quality of service	



Individual Performance Management...

...can now start – using the team framework to support individuals to improve.

Use the Professional Behaviours (ISBL) as *soft* targets.
You might use the ones that the teams have selected for themselves in their appraisal

Hopefully by now, individuals will feel more confident and see the process as a process, and one that supports them, their team and the children.



**This presentation has been brought to
you by All the geese**

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