

PERFORMANCE MANAGEMENT POLICY

Version: 10.1
 Approved: 10 July 2018
 Reviewed: 10 June 2021¹
 Next review: June 2024
 Co-ordinator: Tracey Savage

About this procedure

This policy provides a framework for a clear and consistent assessment of employee performance and for supporting staff development within the context of the Academy's plan for improving educational provision and performance. It should be read in conjunction with the Pay Policy, and it also explains the process for invoking the Capability Policy where there are serious concerns about an employee's performance that the performance management procedure has been unable to address.

This procedure applies to employees at all levels with the exception of those who are employed on a fixed term basis for less than one year and Early Career Teachers during their two-year induction period. It does not form part of any employee's contract of employment with the Academy and may be amended at any time (employees will be informed of any changes).

General principles

Appraisal in this Academy will be a supportive and developmental process designed to ensure that all employees have the skills and support they need to carry out their role effectively. It will also help employees to improve their professional practice and to achieve their career aspirations.

The appraisal process will be managed sensitively and with confidentiality. However, this does not override the need for the Academy to quality-assure the operation and effectiveness of the appraisal system. All staff will receive annual training on the appraisal process.

The Academy is committed to ensuring consistency of treatment and fairness. It will abide by all relevant equality legislation, including the duty to consider making reasonable adjustments for disabled employees.

The appraisal period

The appraisal period will run for twelve months from September to August for teachers and from April to March for support staff. Employees who are employed on a fixed term contract of less than one year will have their performance assessed in accordance with the principles underpinning this policy, but the length of the period will be determined by the duration of their contract.

Appointing appraisers

In this Academy the task of appraising the Headteacher, including the setting of objectives, will be carried out by the Governors' Strategy Group, which will appoint and consult with an external adviser. The Headteacher decides who will appraise other employees with reference to the staffing structure.

Setting objectives

Objectives for each employee will be set at or around the start of each appraisal period. The objectives will be Specific, Measurable, Achievable, Relevant and Time-bound (SMART) and will be appropriate to the employee's role and level of experience. The appraiser and employee will seek to agree the objectives, but if they cannot agree, the appraiser will determine the objectives. Objectives may be revised during the appraisal period if circumstances change. It will usually be appropriate to include a professional development objective.

When objectives are set, it should be made clear what the success criteria will be and how performance will be assessed; that is to say, how the appraiser will judge whether the objectives have been met. The

¹ Paragraph 2 amended to reflect a change in terminology from 'Newly Qualified Teachers' to 'Early Career Teachers' and an associated extension of the induction period

objectives set for each employee will, if achieved, contribute to the Academy's plans for raising standards and improving the education provided to pupils.

A template for the Teachers' Performance Management Record is provided at Appendix A and a template for the Support Staff Performance Management Record is provided at Appendix B.

Observations and other sources of evidence

The Academy believes that observation of classroom practice and other responsibilities is a useful way to assess employees' performance and to support Academy improvement more generally. All observation will be carried out in an open and supportive manner.

Teachers will be regularly observed and all classroom observations will be carried out by those with Qualified Teacher Status. In addition to formal observations, the Headteacher or other senior leaders with responsibility for teaching standards may "drop in" on lessons in order to evaluate teaching and ensure that high professional standards are maintained. The duration and frequency of formal and "drop in" observations will vary depending on factors including the individual circumstances of the teacher, the needs of a particular class or subject area and the overall objectives and priorities of the Academy.

Other employees who have responsibilities inside or outside the classroom should also expect to have their performance of those responsibilities observed/reflected upon. Performance will also be assessed by reference to appropriate information sources (such as pupil achievement data) and other evidence relevant to the employee's job role, such as financial metrics or survey feedback.

Performance review and feedback

Employees will receive constructive feedback on their performance throughout the year and as soon as practicable after observation has taken place or other evidence has come to light. Feedback should acknowledge and praise areas of strength as well as highlighting any areas that need attention or where further support may be appropriate.

Performance should be informally reviewed on a regular basis throughout the year, as part of normal management practice. At least one formal mid-term review should also take place during the appraisal cycle, to assess performance against objectives and consider whether any changes need to be made.

Performance concerns and transition to capability

Where there are concerns about any aspects of an employee's performance, the appraiser or line manager will meet the member of staff to:

- give clear feedback about the nature and seriousness of the concerns;
- give the employee an opportunity to comment on and discuss the concerns;
- decide what support can be provided to help the employee to address the concerns (such as coaching, mentoring, training or opportunities to observe best practice);
- make clear how and when progress will be reviewed; and
- explain the implications if no (or insufficient) improvement is made.

This is not a formal meeting but the points above should be documented in writing after the meeting to provide clarity.

When progress is reviewed, if the appraiser or line manager is satisfied that the employee has made, or is making, sufficient improvement, the appraisal process will continue as normal, with any remaining issues being addressed through this process. If progress is not satisfactory, the employee will be notified in writing that their performance will now be managed under the Capability Procedure.

Annual assessment

Each employee's performance will be formally assessed at or around the end of each appraisal period. The appraiser will invite the employee to an appraisal meeting and both the appraiser and the employee will be able to provide evidence as input to the discussion. Following the appraisal meeting the employee will receive and will be able to append their own comments to a final written appraisal report which will include:

- details of the employee's objectives for the appraisal period in question;

- an assessment of the employee's performance of their role and responsibilities against their objectives and the relevant standards;
- an assessment of the employee's continuing professional development needs and aspirations and any action that is recommended to progress them; and
- a recommendation on pay (which may include 'no progression' whether or not the employee has been subject to formal or informal capability action).

As outlined in the Pay Policy, decisions regarding pay increases for all employees will be made with reference to the appraisal report and the pay recommendation it contains. The assessment of performance and an employee's professional development needs will inform the setting of objectives for the following appraisal period.

Employees have a right of appeal against pay progression decisions, as set out in the Pay Policy.

 Performance Management Record (Teaching Staff)		Year:	
		Reviewee:	Reviewer:
Objective 1	Student Progress Objective: <i>Relevant teachers' standards: Part 1, standards 1-7</i>		
In order to achieve this objective, I plan to:			
Action			Target date
My team leader will support me through the following actions:			
Objective 2	Professional Development Objective: <i>Relevant teachers' standards: Part 1, standard 8</i>		
In order to achieve this objective, I plan to:			
Action			Target date
My team leader will support me through the following actions:			
Objective 3	Specific Project Objective: Relevant teachers' standards:		
In order to achieve this objective, I plan to:			
Action			Target date
My team leader will support me through the following actions:			

Please save and email this document to the Headteacher at this point of completion

Mid Term Review Statement	
Objective 1	
Reviewee's comment	
Reviewer's comment	
Objective 2	
Reviewee's comment	
Reviewer's comment	
Objective 3	
Reviewee's comment	
Reviewer's comment	
Summary statements	
Reviewee's comment	
Reviewer's comment	

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Final Review Statement			
Objective 1	Exceeded/Met/Partially Met/Not Met		
	<i>Please delete as appropriate</i>		
Reviewee's comment			
Reviewer's comment			
Objective 2	Exceeded/Met/Partially Met/Not Met		
	<i>Please delete as appropriate</i>		
Reviewee's comment			
Reviewer's comment			
Objective 3	Exceeded/Met/Partially Met/Not Met		
	<i>Please delete as appropriate</i>		
Reviewee's comment			
Reviewer's comment			
Summary statements			
Reviewer's summary appraisal			
<i>Things to consider in addition to rest of this document: Part 2 of Teachers' Standards, CPD/LO records on BWS and whether you recommend a pay increase (where relevant)</i>			
Reviewee's comment			
Reviewee's signature		Date	
Reviewer's signature		Date	

*Please print out two copies of the complete document and sign both copies.
Send one copy to the Headteacher, the other copy is for the reviewee's records.*

	<h2>Performance Management Record (Support Staff)</h2>		
	<p>Year:</p>		
<p>Reviewee:</p>		<p>Reviewer:</p>	
<p>Objective 1</p>	<p>Key Responsibility Objective:</p>		
<p>In order to achieve this objective, I plan to:</p>			
<p>Action</p>			<p>Target date</p>
<p>My team leader will support me through the following actions:</p>			
<p>Objective 2</p>	<p>Professional Development Objective:</p>		
<p>In order to achieve this objective, I plan to:</p>			
<p>Action</p>			<p>Target date</p>
<p>My team leader will support me through the following actions:</p>			
<p>Objective 3</p>	<p>Specific Project Objective:</p>		
<p>In order to achieve this objective, I plan to:</p>			
<p>Action</p>			<p>Target date</p>
<p>My team leader will support me through the following actions:</p>			

Please save and email this document to the Headteacher at this point of completion and email any specific CPD needs to EJS, copying your reviewer into the email.

Mid Term Review Statement	
Objective 1	
Reviewee's comment	
Reviewer's comment	
Objective 2	
Reviewee's comment	
Reviewer's comment	
Objective 3	
Reviewee's comment	
Reviewer's comment	
Summary statements	
Reviewee's comment	
Reviewer's comment	

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Final Review Statement				
Objective 1	Exceeded/Met/Partially Met/Not Met <i>Please delete as appropriate</i>			
Reviewee's comment				
Reviewer's comment				
Objective 2	Exceeded/Met/Partially Met/Not Met <i>Please delete as appropriate</i>			
Reviewee's comment				
Reviewer's comment				
Objective 3	Exceeded/Met/Partially Met/Not Met <i>Please delete as appropriate</i>			
Reviewee's comment				
Reviewer's comment				
Summary statement				
Reviewer's summary appraisal <i>Things to consider in addition to rest of this document: 7 principles of Public life, Attendance, overall performance, CPD and whether or not you recommend a pay increase (where relevant).</i>				
Overall PM Assessment (Please tick)	<input type="checkbox"/>	Outstanding	<input type="checkbox"/>	Above required standard
	<input type="checkbox"/>	Achieving required standard	<input type="checkbox"/>	Requiring performance improvement
Reviewee's comment				
Reviewee's signature		Date		
Reviewer's signature		Date		

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