



## 1. Title:

### **Performance Management Policy**

In this school we are committed to Performance Management to develop all staff and improve teaching and to raise standards of achievement for all children. A Performance Management Policy based on the Performance Management system is an integral aspect of CPD. This policy covers all teachers except teachers on contracts of less than one year and those in their induction year. All teachers have been consulted in developing this policy. It sets a framework for all staff to agree and review priorities and objectives within the context of the school's development plan and their own professional needs.

## 2. Purpose:

- Performance Management means a shared commitment to high performance. It helps to focus attention on more effective teaching and monitoring to raise the quality of teaching and to benefit pupils, teachers and the school. It means providing appropriate and effective personal training and development to ensure job satisfaction, a high level of expertise and progression of staff in their chosen profession
- We want to improve school performance by developing the effectiveness of teachers, both as individuals and as teams. The evidence is that standards rise when schools and individual teachers are clear about what they expect pupils to achieve. That is why Performance Management is important
- We will implement our Performance Management arrangements on the basis of:
  - i) Fairness. We all need to be aware of the potential for unconscious discrimination and to avoid assumptions about individuals based on stereotypes, and
  - ii) Equal Opportunity. All teachers should be encouraged and supported to achieve their potential through agreeing objectives, undertaking development and having their performance assessed.

## 3. Aims:

- Performance Management is a shared responsibility. The Governing Body has a strategic role in agreeing the school's Performance Management Policy, ensuring that performance of teachers at the school is regularly reviewed and for monitoring the Performance Management process. The Headteacher is responsible for implementing the school's Performance Management policy and ensuring that Performance Management reviews take place
- Performance Management involves both the team leader and the teacher working together to ensure that objectives are discussed and agreed; regular and objective feedback is given; adequate coaching, training and development is provided and that the performance review takes place. An External Adviser will provide advice to the Governing Body's representatives on the setting of performance objectives for the Head and will support them in reviewing performance at the end of the review cycle. A more detailed breakdown of statutory roles and responsibilities is included in the summary of the Regulations at Annex A

## Responsibility for Reviews

We have carefully considered the practical arrangements for Performance Management in the school. We have appointed two Governors to carry out the Head's Performance Management review. The Head has decided who shall act as team leader for each teacher on the basis of responsibilities for learning in the school, a judgement about who has the best overview of the teacher's work and the ability to provide support to staff. In doing this, the Head has delegated responsibility to an appropriate team leader to ensure that each reviewer is responsible for a limited number of reviews. In some cases this is the Head. Good practice shows that reviewers do not have more than 6 reviewees. We have decided that we will limit the number of reviewees to 4.

### **4. Policy:**

#### Timing of Reviews

The one year Performance Management Cycle links with our planning for school management and target-setting. The Governing Body needs to ensure that objectives have been agreed or set for the Head by the end of December and for all other teaching staff by the end of February. Our timetable is shown below:

#### **a) Objectives set in the Autumn term 2000/Spring Term**

These will inform and support our school management policies for the financial and academic years. We will take account of professional development objectives in setting the school's overall priorities for staff development.

#### **b) Monitoring and Feedback**

This section explains the school's arrangements for review, including at least 1 classroom observation for each teacher.

#### **c) Formal Reviews Autumn Term**

We will take into account Key Stage, GCSE and other outcomes from June/August in considering pupil progress. We will set new objectives and discuss future professional development activities. A new individual plan will be completed for each teacher.

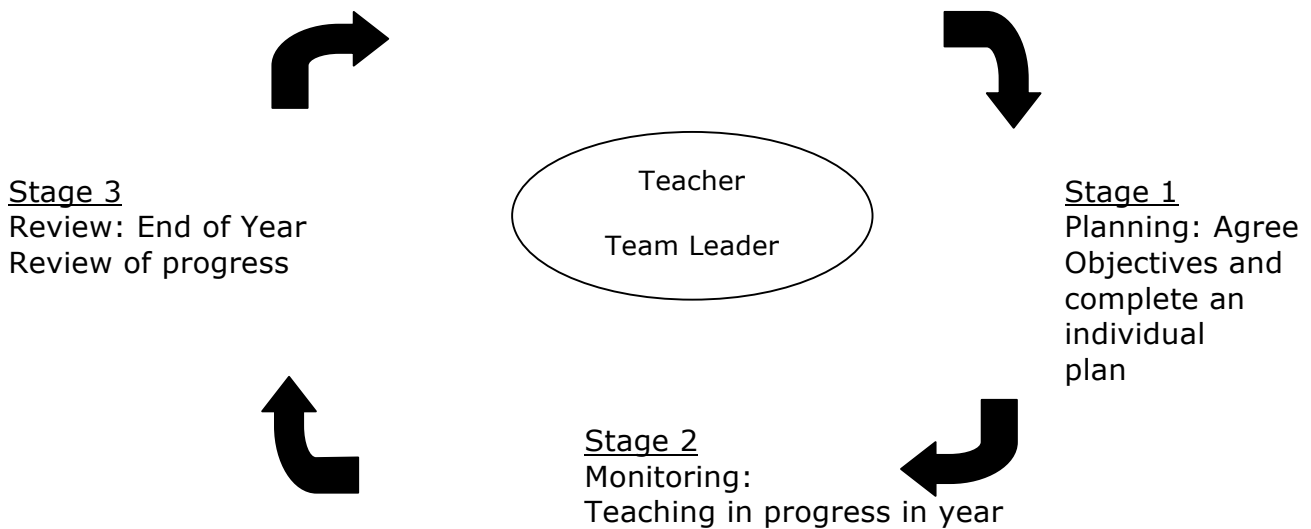
The review process will inform our school management policies, the Education Development Plan and the School Improvement Plan for financial and academic years (especially the costs of the development/training discussed in reviews).

#### **d) The process outlined in (c) above continues annually.**

### **PERFORMANCE MANAGEMENT CYCLE**

Performance Management is set in the context of our School's plans for development, against the background of the local education development plan (EDP), national and local initiatives on improving teaching and any recent OFSTED report for the school.

Performance Management is an ongoing cycle, not an event, involving 3 stages of planning, monitoring performance and reviewing performance. The end of year review and Stage 1 may happen at the same time.



**Stage 1: Planning** – Each teacher will discuss and agree objectives with their team leader and record these in an individual plan (an example of a blank individual plan is attached at Annex B). Objectives should be challenging but realistic and take account of a teacher’s job description and their existing skill and knowledge base.

There can be no hard and fast rule about how many objectives there should be for a teacher but we expect a minimum of three and no more than 5 or 6 to be agreed. Agreeing objectives does not mean itemising every activity but picking out key expectations and yardsticks. The range of objectives should match the nature of the job, including leadership or management areas as appropriate. Where someone has a wide range of managerial duties, objectives might focus on specific areas of this work.

Teacher objectives will cover pupil progress as well as ways of developing and improving teachers’ professional practice. Leadership group staff and those with management allowances will have objectives relating to their additional responsibilities. The Head’s objectives will cover school leadership and management as well as pupil progress.

We will follow the following principles in discussing objectives:

- The team leader should ensure that the teacher understands what his or her objectives involve, is in a position to achieve them knows what they need to do to achieve them and understands when and how they will be reviewed
- Objectives are written clearly and concisely and are measurable
- Objectives focus on issues/matters over which a teacher has direct influence/control and take into account fully the wider socio-economic, cultural and other external influences on pupils and
- Objectives for each teacher should relate to the objectives in the school development plan on any departmental or team plans as well as to his/her own professional needs

**The team leader should record the objectives which will apply for the review period. These should be jointly agreed if possible. If there are any differences of opinion about the objectives the teacher may add comments to the written record of objectives. If the Head and the governing body representatives are unable to agree objectives, the governors appointed to review the performance of the Head should:**

- **set and record the objectives. The Head may add comments to the written record of objectives.**

Professional development opportunities are needed to support agreed objectives, to develop strengths and address areas for development or professional growth. The development page of the individual plan will be used to record action.

- **Stage 2: Monitoring Progress** – the teacher team leader will keep progress under active review throughout the year using classroom observation and other relevant information. They will discuss any supportive action needed and keep development plans up-to-date.

**The team leader should consult the teacher before seeking to obtain information, written or oral, relevant to the teacher's performance from other people.**

**Classroom observation is accepted good practice with a minimum of one observation each year required by Regulations. It is not a requirement to observe Headteachers with teaching responsibilities.** In our school we have agreed to have one full lesson observation per year, supplemented by any fuller observation of whole or part lesson which are agreed to be useful for developmental purposes.

In planning observation, we will follow these principles:

- Successful observation requires preparation and training, and a clear understanding on the part of the teacher and team leader of its purpose
- The nature of the observation will depend on its purpose
- It is important that the observer ensures that the lesson proceeds in as normal an atmosphere as possible
- Full, constructive and timely feedback offers an opportunity to discuss what went well, what might be done better or differently next time. When giving feedback, the team leader should take into account the range of activities carried out by the teacher and the time spent on each activity

We will use the standard DfES proforma for observations as attached at annex C. Copies should be kept by the teacher and the team leader.

**Stage 3: Reviewing Performance: The annual review of the teacher's performance will use the recorded objectives as a focus to discuss his/her achievements and identify any development needs.** It will be combined with agreeing objectives for the following performance management cycle.

The focus of the review is on how to raise performance and improve effectiveness. It will involve:

- Reviewing, discussing and confirming the teacher's essential tasks and objectives

- Recognising strengths and achievements and taking account of factors outside the teacher's control
- Confirming action agreed with the teacher at other reviews
- Identifying areas for development and how these will be met
- Recognizing personal development needs; and
- Agreeing new clear objectives and completing an individual plan for the year ahead

The team leader should evaluate the teacher's overall performance, including an assessment of the extent to which objectives have met, and the teacher's contribution to the life of the school during the review period. It should take account of the stage the teacher is at in his or her career, eg teacher with 2-3 years service, advanced skills teacher, senior management.

**Within 10 days of the review meeting, the team leader will prepare a written review statement recording the main points made at the review and the conclusions reached, including any identified development needs and activities recorded in a separate annex (but forming part of) the review statement. Once written, the team leader will give the teacher a copy of the statement. The teacher may within 10 days of first having access to the statement, add to it comments in writing.** Good practice shows that the review statement should be written as soon as possible after the review, whilst the facts are still fresh in the team leader's memory.

### **LINKS BETWEEN PAY, CAREER STAGES AND PERFORMANCE MANAGEMENT**

Induction – the final review meeting of the induction period can be used to agree objectives and professional development opportunities as the first stage of the teacher's subsequent performance management cycle; (Circular No. 5/99 The Induction Period for Newly Qualified Teachers paragraph 58).

Information from the performance review statement can be used to inform aspects of the new pay structure from September.

- Up to the Threshold – teachers can expect an annual increment if they are performing satisfactorily. Double increments for exceptional performance would need to be justified by review outcomes
- Threshold – teachers who want to move to the upper pay spine should fill out the application form provided by the DfES by the end of September. Evidence from reviews will be used to inform applications by teachers and assessment by Heads
- Performance Pay Points above the threshold, Advanced Skills Teachers and teachers in the leadership group – performance reviews will form part of the evidence which schools can use to make decisions about awarding performance pay points to eligible teachers

### **Managing Weak Performance**

Good management, with clear expectations and appropriate support, will go a long way towards identifying and handling weaknesses in performance.

The review meeting and review statement do not form part of any formal disciplinary or capability procedures. **However, relevant information from review statements may be taken into account by those who have access**

**to them in making decisions and in advising those responsible for taking decisions, or making recommendations about performance, pay, promotion, dismissal or disciplinary matters.**

### **Confidentiality**

The individual plan and the review statement are personal and confidential documents and should be kept in a secure place. The principles and provisions of the Data Protection Act 1998 should be followed at all times by those who have access to the documents.

### **Access to outcomes**

There will only be two copies of the review statement – one held by the teacher and another held by the Deputy Head on a central file, to which the team leader or Governors responsible for making decisions regarding pay could request access. A copy of the Head's review statement should go to the Chair of Governors.

Information about performance reviews should be made available as listed below:

The Head should ensure that individual training and development needs are reflected in the school development plan and the programme for professional development;

The Head should ensure that training and development needs from the review statement are given to the person responsible for training and development at the school;

The Head should report annually to the Governing Body on performance management of the school, including the effectiveness of the performance management procedures in the school, and the training and development needs of teachers; and

The CEO can request from the Chair of Governors a summary of the performance assessment section of the Head's review statement.

The Head should keep review statements for at least three years.

### **Complaints**

#### **The Review**

Within 10 days of receiving the review statement:

**Teachers** can record their dissatisfaction with aspects of the review on the review statement. Where these cannot be resolved with the team leader, they can raise their concerns with the Head. Where the Head is the team leader, the teacher can raise the issue with the Chair of Governors.

Headteachers can record their dissatisfaction with aspects of the review on the review statement. Where these cannot be resolved with the appointed Governors, they can raise their concerns with the Chair of Governors. Where the Chair of Governors has been involved in the review process, the Governing Body

should appoint one or more Governors who have not participated in the Head's review to act as review officer. No Governor who is a teacher or staff member can be involved in performance review.

**The review officer** (who could be the Head, the Chair of Governors or the Governors appointed by the Governing Body) will investigate the complaint and take account of comments made by the job holder. The review officer should conduct a review of the complaint within 10 working days of referral. S/He may decide that the review statement should remain unchanged or may add any observations of his/her own. The review officer may decide, with the agreement of the person responsible for carrying out the initial review, or in the Head's case all the appointed Governors, to amend the review statements; or declare that the review statement is void and order a new review or part of the review to be repeated. Where a new review is ordered new Governors will be appointed to carry out the review of the Headteacher. For teachers, the Headteacher will appoint a new team leader. Any new review or part review ordered should be conducted within a further 15 days.

#### **5. Relationship to other Policies:**

- Staff Development Policy
- ED and Inclusion Policy

#### **6. Monitoring, Review and Evaluation:**

**The Head shall provide an annual report to the Governing Body on how effective the performance management procedures have been.**

As a school committed to ensuring that individual teachers, teams and the school continues to improve, the Governing Body and the Head will check that effective and challenging objectives are set, that all reviews are completed on time and the assessment of performance is consistently applied in the school. We will evaluate the effectiveness of the policy in helping to improve standards of teacher and learning.

As part of our ongoing commitment the Governing Body and the Head will update and amend the documentation and the process as required, after consultation with all staff, to incorporate any major changes introduced either by the DfES or the school to ensure that the policy is up-to-date and effective in our school.

### **ANNEX A**

A summary of statutory requirements set out in the new Appraisal Regulations for September 2000.

The Governing Body:

Must determine the procedures for the performance review of school teachers at a school. (It is proposed that the School Government Regulations will make it a statutory requirement that these should be embodied in a school performance management policy, developed after consultation with staff and reviewed annually).

Is responsible for:

- Securing that the performance of teachers is reviewed in accordance with the Regulations
- Appointed an accredited external adviser from an approved list
- Deciding on the exact timing of the performance review cycle for the Headteacher
- Carrying out the performance review of the Headteacher. In so doing it appoints two or three Governors to carry out the performance review. At Church schools, at least one representative should be a foundation Governor. Representatives should not include teachers or other members of staff at the school
- Ensuring that, in the first performance review cycle, Headteacher objectives are set and recorded by 31 December 2000 and teacher objectives by the end of February 2001
- Appointing one or more review officers where a complaint is made by the Headteacher about his/her performance review and the Chair of Governors has been involved in that performance review

The Chair of Governors:

Is the review officer for complaints from the Headteacher where s/he has not been involved in the performance review, and for teachers where they Headteacher is the team leader.

Must:

- Provide any review officer or new reviewer with a copy of the performance review statement and with the objectives relating to that statement
- Pass the training and development annex of the Head's performance review statement to the person responsible for training and development in the school
- Provide a summary of the overall assessment of performance section of the Headteacher's review statement to the Chief Education Officer, or an adviser specifically designated by the Chief Education Officer, on request
- Provide a copy of the Head's appraisal statement to the CEO, or a designated officer, where the school does not have a delegated budget

### **The Governors responsible for reviewing the performance of the Headteacher**

MUST:

- Seek advice from the appointed external adviser when setting objectives and reviewing the performance of the header
- Meet with the Headteacher and adviser at the start of the performance review cycle to plan and prepare for the performance review, and set and record Headteacher objectives relating to school leadership and management and pupil progress
- Meet with the Headteacher and adviser at the end of the performance review cycle to review the Head's performance and identify achievements, including assessment of achievement against objectives, and to discuss and identify professional development needs/activities
- Write a performance review statement and give a copy to the Headteacher within 10 days of the review meeting, and allow 10 days for the Headteacher to add written comments
- Provide the Headteacher and Chair of the Governing Body with a copy of the Headteacher's performance review statement

- On request, provide a copy of the Headteacher's statement to those Governors who are responsible for taking decisions in relation to promotion and pay, who should take account of this when making such decisions.

### **The Headteacher:**

- As proposed, will be responsible under the School Government Regulations for overseeing the implementation of the school's performance management policy and may be asked by the Governing body to draft the policy for consultation with staff and agreement by the Governing Body

Is responsible for:

- Appointing an appropriate team leader for each teacher, to carry out their performance review
- Deciding on the exact timing of the performance review cycle for teachers
- Deciding on the exact length of the first performance review cycle for teachers
- Providing a copy of a teacher's performance review statement to any review officer, including the objectives relevant to that statement
- Ensuring that current objectives are made available to a teacher's new team leader, if there is a change of reviewer

Must:

- Provide an annual report on performance management in the school to the Governing Body. It should contain a report on the operation of performance management in the school, the effectiveness of the school's performance management procedures and the training and development needs of the teachers
- Provide whoever is responsible for planning and co-ordinating teachers' training and development in the school with a copy of the part of the performance review statement that relates to training and development
- Keep teachers' performance review statements secured on file until at least three years after the next performance review statement has been finalised
- Review complaints by teachers about their performance review statement, where they are not the team leader
- Pass a copy of the performance review statement to those teachers for whom they are team leader
- On request, provide a copy of the performance review statement to those Governors who are responsible for taking decisions in relation to promotion and pay, who should take account of this when making such decisions
- On request, pass a copy of the performance review statement to a teacher's team leader

### **The Headteacher as job holder**

Must:

- Meet with the appointed reviewers and external adviser to agree objectives at the start of the performance review cycle
- Meet with the appointed reviewers and external adviser to review performance at the end of the performance review cycle, including achievement against objectives

May:

- Add written comments to the record of objectives set by his reviewers
- Add written comments to the performance review statement or lodge an appeal against the performance review statement, within 10 days of receipt from the Governors

### **The Team Leader**

Must:

- Meet with each of the teachers from whom they will be the reviewer before or at the start of the performance review cycle to plan and prepare for performance review and discuss setting objectives
- Record objectives in writing and allow the job holder to add written comments if they wish. Teacher objectives must include those relating to developing and improving teacher's professional practice and pupil progress
- Monitor performance against these objectives throughout the year, and observe the teacher teaching in the classroom at least once during the review cycle
- Consult the reviewee before obtaining oral or written information from others relating to the teacher's performance
- Meet with the teacher at the end of the performance review cycle to review performance and identify achievements, including assessment of achievement against objectives, and to discuss and identify professional development needs/activities
- Write a performance review statement and give a copy to the reviewee within 10 days of the final performance review meeting, and allow 10 days for the job holder to add written comments
- Pass the completed performance review statement to the Headteacher

### **The Job Holder (school teachers who are not Headteachers)**

Must:

- Meet with their team leader before or at the start of the performance review cycle to discuss setting objectives
- Either agree objectives with the team leader or add written comments to the objectives recorded by the team leader
- Meet with their team leader at the end of the performance review cycle to review performance and identify achievements, including assessment of achievement against objectives, and to discuss and identify professional development needs/activities
- May add comments to the performance review statement or complain about their performance review statement within 10 days of receipt from the team leader

### **Performance Review Cycle**

The length of the performance review cycle shall normally be one year. In the first year of operation only, the performance review cycle for teachers may be as short as 9 months, or extended up to a maximum of 18 months. Where a teacher changes jobs within a school, the performance review cycle may be less than a year as the teacher should keep within the same school cycle. Where a teacher moves to a new school, the performance review cycle may be less than a year as the teacher will move onto the new school cycle.

## **Complaints**

Where a complaint is made about the performance review statement, the review officer is responsible for reviewing the complaint. This should be carried out within 10 working days of receiving a complaint. The review officer may order the performance review statement to stand with or without observations, may amend the statement, or order that parts of the review or the whole review be repeated. Where a new review or part review is ordered, this should be carried out within 15 working days.

**Adopted by Full Governing Body on: 08.02.06**

**Review Date: 2010**