



WYTON ON THE HILL PRIMARY SCHOOL PERFORMANCE MANAGEMENT POLICY

1. Aims and Purposes

1.1 Our school is committed to an effective performance management system for all staff, which:

- celebrates successful achievement;
- identifies areas for further development;
- sets clear, achievable objectives for the future;
- identifies the support and/or development necessary to ensure that the objectives can be achieved; and
- ensures that all members of the team play their parts in delivering high quality learning experiences for our pupils, their parents and the whole school community.

1.2 We believe that performance management is a basic right for every member of the school team. It sets a framework for all support staff to agree and review their priorities and objectives within the context of the school's improvement/development plan and their own development needs.

1.3 Effective performance management has the following benefits:

- it raises standards;
- increases job satisfaction and motivation;
- offers a structure for valuing the contribution of every member of the team;
- identifies and addresses development needs to help people improve the way they work;
- provides an objective basis for evaluating how well people are performing;
- provides the opportunity for two-way feedback;
- allows us to agree SMART objectives for each member of the school team; and
- strengthens and builds good working relationships across the school.

2. Scope

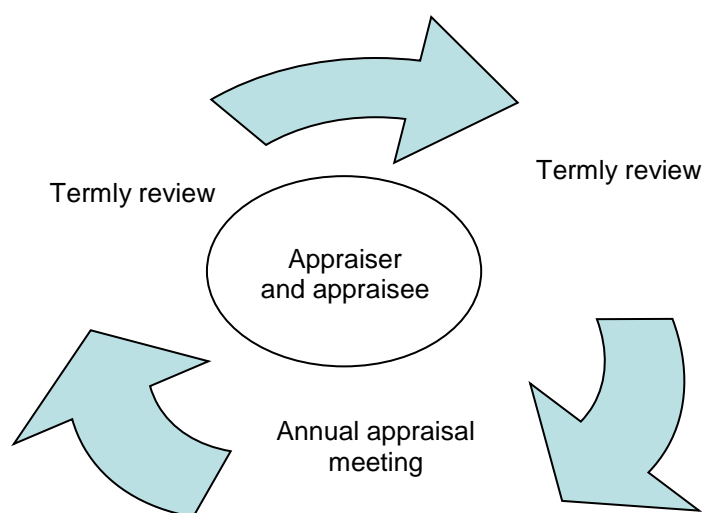
2.1 This policy applies to all members of the school's support staff, except those on fixed term contracts of less than one term, or those within their six month probationary period, for whom the probationary policy will apply. Once they have successfully completed the probationary period, this policy will apply.

3. Performance management cycle

3.1 The school's performance management process:

- is a continuous annual cycle;
- links performance and the drive for continuous improvement and service;
- is a rigorous approach to defining, assessing and rewarding achievement in the workplace;
- ensures strong links to the School Improvement Plan; and
- increases the individual's understanding of how their job adds value to the school.

3.2 The performance management cycle is set out below:



3.3 We will implement our performance management arrangements on the basis of:

- fairness - we all need to be aware of the potential for unconscious discrimination and to avoid assumptions about people based on stereotypes; and
- equity - all support staff will be encouraged and supported to achieve their potential through agreeing objectives, undertaking development and having their performance regularly assessed.

4. The roles of the appraiser and appraisee

4.1 Appraisal is most effective when the appraiser and appraisee work together in a positive and mutually supportive way in the best interests of the school. The appraiser is responsible for leading the process, while the appraisee's role is to play an active part in the performance management process.

4.2 The appraiser should:

- work with the appraisee to agree their work objectives;
- help the appraisee to identify their own professional development needs;
- play an active part in planning to help the appraisee meet the objectives
- ensure that coaching, training and/or development are provided as appropriate; and
- monitor performance throughout the year, giving regular, objective feedback. Any concerns will be addressed as they arise during the year, so the appraisal or review meeting should contain no surprises.

- 4.3 Appraisal for support staff will normally be carried out by their immediate manager because those who delegate work and monitor its achievement are best placed to appraise performance. However, the Headteacher may appoint a different appraiser if there are good reasons to do so.
- 4.4 All appraisers will be expected to commit their time, energy and skill to the performance management process so support staff colleagues are clear about what is involved, how they contribute to the success of our school and are committed to their own work plan. Appraisers will be responsive to staff queries and concerns and will ensure that they take a fair and consistent approach to all appraisal meetings.

5. Personal Development Plans

- 5.1 A personal development plan should be a 'living' document to be discussed regularly by the appraiser and appraisee and revised as appropriate throughout the year. It is the key document for performance management purposes and will confirm the outcome of the annual review meeting. The work plan sets out the contribution required of the individual towards the achievement of the school's objectives, which are set out in the School Improvement Plan.
- 5.2 Appraisals need to be practical and geared towards the type of job the employee does, so the document that records the appraisal may be different for each employee group. However, every work plan will contain the following elements:
- a review of performance against the previous year's objectives
 - confirmation of the objectives for the year ahead
 - confirmation of any performance indicators and deadlines for achievement
 - confirmation of support to be made available in order to achieve the objectives
 - evidence of achievement
 - personal learning and development plan.

The school will use the personal development set out in Appendix One, amended to suit the needs of each employee.

- 5.3 The appraiser and appraisee should make every effort to develop and agree the objectives and work plan together. In the unlikely event that this proves impossible, the Headteacher will be responsible for setting the objectives and work plan. Discussions about the development of the plan should be based around:
- the School Improvement Plan;
 - any existing personal development plans;
 - the employee's job description; and
 - the employee experience of what is important in their job.
- 5.4 Objectives should reflect the key tasks and responsibilities of the employee's job and should be sufficiently challenging to help the employee raise their performance. Effective objectives should always be SMART and stimulating, allowing the employee to grow and make the best use of their abilities for the benefit of the school. SMART objectives are:
- specific;
 - measurable;
 - achievable;
 - relevant and realistic; and

- time-bound.

5.5 The number of objectives will vary according to the nature of the job, the level of responsibilities and where the employee is in their training and career development. There should not normally be more than 2 – 3 objectives for the year ahead.

5.6 Where an employee does not achieve an objective, the appraiser will be expected to establish the reasons for this, in order to inform future support or other action.

5.7 Appraisers will receive training in order to ensure that they understand the performance management process, can set appropriate objectives and agree suitable support plans.

6. Annual review meeting (appraisal)

6.1 The annual review meeting (appraisal) will be a structured discussion between the appraiser and appraisee. The aim is to assess overall job performance during the review period and find ways to improve and extend performance for the benefit of the employee and our school.

6.2 Both colleagues should prepare for the meeting beforehand. Ideally, the date for the review meeting should be set giving at least two weeks notice to allow both parties to collate the information and evidence they will need in order to review the employee's performance over the last twelve months.

6.3 The context for the annual review meeting will be as follows:

- sufficient time and notice should be allocated for both parties to prepare and exchange information
- the discussion should be conducted in a spirit of participation, support and encouragement
- there should be no surprises, as any problems should have been raised during the termly review sessions throughout the year
- enough time should be allocated to do justice to the discussion
- the discussion should take place in a private area, where the meeting will not be interrupted
- the discussion should be open and honest with the individual taking the lead
- the conclusions and actions for both parties must be documented
- both parties must be committed to taking forward the work plan, including delivering the support plan.

6.4 Most review meetings are likely to last at least an hour but may be longer depending on the performance issues to be addressed. The meeting will cover the following areas:

- ***Looking back:***

- a review of performance over the previous 12 months, based on the personal development plan, work observations, the termly reviews and any supervision sessions that may have been held in the interim
- an opportunity to recognise and celebrate the appraisee's achievements
- an opportunity to consider whether or not the appraisee's job description is accurate, or may need further review.

- ***Looking forward***

- an opportunity to reflect on areas where the appraisee's performance could be improved and to agree ways of achieving this
- a review of ways in which the appraiser may be able to assist the appraisee to improve their own performance and, where appropriate, improve the appraiser's own contribution to the process
- agreement on the work plan and objectives for the next 12 months
- agreement on any additional support the employee may need in order to achieve the agreed objectives.

- ***Learning and development plan***

- an opportunity to consider the learning and development the employee may need to undertake in order to achieve the agreed objectives
- an opportunity to discuss the employee's career aspirations
- an opportunity to consider any appropriate occupational or professional standards or qualifications the employee may need to undertake e.g. NPQs, TA Certification, Certificate in Food Hygiene, ECDL, etc.

6.5 At the end of the review meeting, the appraiser and appraisee should produce a written record of the discussion. This is best completed on the day of the review but must, in all cases, be completed by no later than 2 weeks from the date of the annual review meeting. The appraiser and appraisee should also plan a programme of termly review meetings and, where appropriate, work observations, leading up to the next annual review meeting.

6.6 The appraiser and appraisee should both sign and retain a copy of the appraisal/work plan.

6.7 A copy of the appraisal/work plan must be provided to the Headteacher for review and confirmation that the objectives and support are appropriate. The Headteacher is responsible for managing and leading the school, so may sometimes need to adjust the objectives or offer support in a different way. This will always be discussed with the appraiser and appraisee. A copy of the appraisal work plan will be retained on the employee's personnel file.

7. Monthly check-in meetings

7.1 It is important to see performance management as part of an annual cycle, so that performance can be reviewed and support provided as necessary throughout the year. Check-in meetings will be held between the appraiser and appraisee on a termly basis to check that the employee's performance is on track and that any previously agreed support is being provided.

7.2 Meetings should aim to celebrate successful work and encourage change where necessary. We all need to receive feedback, praise and reassurance especially where we have worked hard to support the school so the review meetings are an important way to identify and celebrate significant achievements.

7.3 For some groups of support staff, it will be more appropriate to carry out work observation than for others, for example observing a teaching assistant in a classroom setting, or a mid

day supervisor in the playground is more likely to be helpful in assessing performance than observing a member of the administrative team. Any work observation to be carried out will be discussed in advance with the employee.

7.4 Where work observation is appropriate, this will normally only take place on a formal basis once during the performance management cycle. Successful observation requires preparation and training for the assessor, together with a clear understanding on the part of the appraiser and appraisee of the purpose of the observation. When carrying out work observation, we will apply the following principles:

- the format of the observation will be appropriate to the job role;
- the appraiser will seek to minimise any disruption to the work the employee is doing, so that work proceeds in as normal an atmosphere as possible;
- full, constructive and timely feedback will be provided within 48 hours of the observation, giving the appraiser and appraisee an opportunity to discuss what went well and what might be done better or differently next time. When giving feedback, the appraiser will take into account the range of activities carried out by the appraisee and the time spent on each activity.

7.5 A brief note of the review meeting and/or work observation outcomes should be retained by the appraiser and appraisee as these will be a helpful reminder for the annual review meeting.

8. Employees who are experiencing difficulties

8.1 Termly review meetings provide the opportunity to discuss any areas where the employee's performance is not meeting the required standard. Discussions of this kind are difficult for both parties but should be conducted in a climate of support and encouragement rather than blame or sanction. We believe that every member of our team wants to do their best for the school and we want them to succeed, so our aim is to ensure that an employee whose performance is not at the appropriate standard is able to improve and, where necessary, receives additional support to do so.

8.2 Where the employee's personal circumstances are leading to difficulties at school, appropriate support will be offered as soon as possible, without waiting for the formal annual assessment.

8.3 Where there are concerns about any aspects of the employee's performance the appraiser will meet the employee to agree a support plan, which will:

- give clear feedback about the areas of concern;
- give the employee the opportunity to comment and discuss the concerns and establish the likely causes of poor performance including any outside factors;
- identify any training needs/support needed (e.g. coaching, mentoring, monitoring, structured observation including peer observation; and observation of good practice);
- clarify the required standards and agree any support that will be provided to help address those specific concerns;
- make clear how, and by when, the appraiser will review progress;
- if it is appropriate to revise objectives, sufficient time will be agreed for improvement.

- the amount of time will reflect the seriousness of the concerns and the appraiser will explain the implications and process if no, or insufficient, improvement is made.
- 8.4 The appraisee's progress will continue to be monitored as part of the appraisal process and a reasonable time will be given for performance to improve. This will depend upon the circumstances but will normally be for a period of four weeks. The aim is to ensure that the employee can recover and improve his/her performance with appropriate support as agreed in the support plan.
- 8.5 During the monitoring period the appraisee will be given regular feedback on progress and arrangements will be made to modify the support plan if appropriate. If, at the end of the monitoring period, the appraiser is satisfied that the employee has made, or is making, sufficient improvement, the appraisal process will continue as normal, with any remaining issues continuing to be addressed through that process. The appraiser and the appraisee will keep a note of any concerns, the support given and the review judgment.
- 8.6 However, if, after a reasonable period of time, informal action fails to achieve the required improvements in performance, the matter will be dealt with through the formal capability procedure. If this becomes necessary, the performance management cycle will be suspended until the work performance issues have been resolved.

9. Development and support

- 9.1 As we have indicated, we view appraisal as a supportive process which will be used to inform continuing professional development (CPD). The school wishes to encourage a culture in which all staff take responsibility for improving their performance through appropriate professional development, which may include attending training, acquiring new qualifications or skills, work shadowing, peer observation, or other means as agreed.
- 9.2 Professional development will be linked to school improvement priorities and to the on-going professional development needs and priorities of individual members of the team as identified as through the performance management cycle.
- 9.3 In the annual budget planning cycle, the governing body will make best efforts to ensure that resources are made available for appropriate training and support agreed for appraisees. The Headteacher will be responsible for ensuring that access to CPD support is provided on an equitable basis.
- 9.4 An account of the training and development needs of members of the team, including the instances where it did not prove possible to provide agreed CPD, will form part of the Headteacher's annual report to the governing body about the operation of performance management in the school.
- 9.5 Where there are competing demands for training and development on the school budget, a decision on the relative priority for CPD will be taken with regard to the extent to which:
- a) the training and support will help the school to achieve its priorities; and
 - b) the CPD identified is essential for an appraisee to meet their objectives.
- 9.6 In the unlikely event that it proves impossible for the school to provide the training or development promised in the previous work plan, this will be noted in the next work plan.

10. Links to pay

- 10.1 The Headteacher will take account of the performance management outcomes in making recommendations on salary in accordance with the school pay policy. This may include recommending the award of an honorarium where the employee's performance exceeds that which could reasonably be expected and the employee has made a sustained and substantial contribution to the school. In exceptional circumstances the Headteacher may recommend withholding an increment where the employee's performance has been unsatisfactory. This will only occur where the employee was previously made aware of the school's concerns and has been given the opportunity and support to improve his/her performance.
- 10.2 Where an employee is aggrieved about a salary decision s/he will have the right to appeal in accordance with the school's pay policy.

11. Links to other policies

11.1 Sickness

If long term sickness absence appears to have been triggered by the commencement of monitoring or the formal capability procedure, the case will be dealt with in accordance with the school's absence policy. The case will normally be referred to the occupational health service to assess the member of staff's health and fitness for continued employment and the appropriateness or otherwise of continuing with monitoring or formal procedures. In some cases it may be appropriate for formal procedures to continue during a period of sickness absence. However, the views of the occupational health physician will always be taken into account before a decision is reached.

11.2 Grievances

Where a member of staff raises a grievance during the work performance (appraisal) process, the Headteacher will determine whether the process should be suspended for a temporary period in order to deal with the grievance. Where the grievance and any capability issue identified through the appraisal are related it may be appropriate to deal with both issues concurrently.

11.3 Confidentiality and professional relationships

The appraisal and capability processes will be treated in confidence. Only the appraiser's line manager or, where s/he has more than one, each of her/his line managers and the Headteacher will be provided with access to the appraisee's performance review plan.

The process of gathering evidence for performance review is not expected to compromise normal professional relationships between members of the team. The appraiser will consult with, and seek to secure the agreement of, the appraisee before seeking information from other colleagues about his/her work.

12. Retention of records

- 12.1 The Headteacher will ensure that all written appraisal records are retained in a secure place for six years and then destroyed.

13. Monitoring and review

- 13.1 The governing body will monitor the operation and effectiveness of the school's performance management (appraisal) arrangements via the Headteacher's annual report. The Headteacher will provide the governing body with a written report on the operation of the school's appraisal and capability policies, which will include an assessment of the impact of the policies on the protected characteristics as set out in the Equality Act, 2010 i.e.
- Age
 - Disability
 - Gender reassignment
 - Marriage and civil partnership
 - Pregnancy and maternity
 - Race
 - Religion and belief
 - Gender
 - Sexual orientation
- 13.2 The Headteacher will report on whether there have been any appeals or representations on an individual or collective basis on the grounds of alleged discrimination.
- 13.3 This policy will be subject to regular review by the governing body at not more than three yearly intervals to ensure that it remains appropriate to the needs of the school and our school team.