



Alpha Trust

Performance Management Procedure



COMMITTEE:	Trustees Resources Committee
RESPONSIBILITY:	CEO - Mrs Gillian Marshall
POLICY REVIEWED:	October 2019
APPROVED BY ALPHA TRUSTEES:	December 2019
REVIEW CYCLE:	Every two years unless there are statutory changes or new guidance
REVIEW DUE:	September 2021
ADOPTED BY [ACADEMY NAME] LOCAL GOVERNING BOARD:	

Regulations require all schools to have capability and performance management procedures. This is not a statutory requirement for Academies, but procedures are nonetheless recommended.

These present the minimum statutory requirements. HR considers it appropriate to have two separate procedures (although they are closely linked and this procedure should be adopted alongside the new model Performance Management Procedure), but they can be combined.

This procedure is applicable to teaching and support staff.

This is a model policy/procedure which reflects legislation, any relevant statutory and non-statutory guidance and best practice. The responsibility for setting policy and procedure resides with the governing board/trust and as such the relevant body must be satisfied that the content of the policy/procedure suits their requirements and must consult their staff/local trade union representatives prior to its formal adoption. In this context, Education HR does not negotiate and agree its model policies with the trade unions/professional associations, although they are consulted and their feedback is considered in the development of the documents.

This policy was updated, to take effect from:	May 2018
School staff were consulted on this document and it was accepted by the LGB on:	

Performance Management Procedure - A model for MATs

Published by:

*Juniper Education, Education HR
Boundary House, 4 County Place,
Chelmsford,
ESSEX CM2 0RE*

Contents	Page
No:	
1. Introduction.....	4
2. Scope	4
3. Roles and Responsibilities	4
4. The Performance management Cycle	5
4.1 Teachers	5
4.2 Support Staff.....	5
5. Objective Setting	5
6. Monitoring and Supporting Performance	5
6.1 Observation	5
6.2 Feedback	6
6.3 Training and Support	6
7. Reviewing Performance	6
8. Unsatisfactory Performance	7
9. Confidentiality.....	7
Appendix A – Review format (if used)	9

Alpha Trust Performance Management Procedure

1. Introduction

- 1.1 The day to day performance of staff is monitored, managed and supported by line managers. The performance management procedure sets out the framework for a clear, fair and consistent assessment of the overall performance of staff. The process will be supportive and developmental, to ensure that all staff have the skills and support they need to carry out their role effectively and to enable them to continue to improve their professional practice within the context of the Trust and academy improvement plans and the standards expected of staff by relevant national and local standards and job and person specifications. Performance management will also be the key process in determining annual performance pay progression.

2. Scope

- 2.1 This procedure is applicable to all trust employees including those employed to work in individual academies within the Trust and to staff who are employed to work centrally and/or support several or all Trust academies. In the case of:
- staff with less than one year's service/on fixed term contracts - the cycle will be adjusted according to the start/duration of the contract
 - those undergoing a probationary or statutory induction period – the performance management Procedure will not normally apply until this period has been successfully completed.

3. Roles and Responsibilities

3.1 Performance management Reviewers

- The trust board will appoint a performance management reviewer for the Principal and CEO.
- The Principal will appoint performance management reviewers for other staff in their academy.
- The CEO will appoint performance management reviewers for centrally employed staff.

The role of the performance management reviewer is to operate the performance management procedure in its entirety. The reviewer will be responsible for making recommendations on pay progression on the performance management statement in accordance with the pay policy, and in consultation with the Principal at school level.

It is the responsibility of the Trust Board to:

- define, communicate and monitor procedures and to ensure that they are applied in a fair and consistent manner;
- ensure that systems are in place for the proper induction of new and promoted staff, and for day to day management, support and development of staff.

3.2 It is the responsibility of the line managers and performance management reviewers:

- to manage performance effectively ensuring that staff are aware of the standards expected of them and dealing with any minor deficiencies at the earliest stage through normal day to day supervision and probation and induction procedures.

- 3.3 It is the responsibility of all staff:
- to be aware of and comply with the specific standards of performance related to their area of work and workplace;
 - to comply fully with this procedure and to co-operate with the processes contained therein.

The performance management process will be operated in a way which minimises the additional workload on all parties.

4. The Performance management Cycle

4.1 Teachers

The performance management cycle will run from September – August. Final reviews will be completed in time to allow for any pay decisions to be made by 31 October (31 December for Principals).

4.2 Support Staff

The performance management cycle will run from September - August. Final reviews will be completed in time to allow for any pay decisions to be made by 31 October.

5. Objective Setting

- 5.1 Objectives will be set before, or as soon as possible after, the start of each appraisal cycle.
- 5.2 The objectives set for each reviewee will be SMART (specific, measurable, achievable, realistic and time-bound) and the number of objectives will be reasonable having regard to the nature of the role.
- 5.3 The reviewer and reviewee should each consider appropriate objectives and should seek to agree them through discussion. In the absence of agreement, the reviewer will determine the objectives. The objectives, and any training and support identified (see 6.3 below) will be set out in writing. The form at Appendix A is an example format to use and contains the baseline information required at PMR.
- 5.4 The objectives, if achieved, will contribute to plans for improving educational provision and performance, improving the education of pupils and improving and developing the performance of staff. To ensure this, objectives will be quality assured against the improvement plan and moderated across the Trust to ensure consistency and fairness.
- 5.5 Objectives may be revised in-year where circumstances change.

6. Monitoring and Supporting Performance

6.1 Observation

The Trust believes that observation is important both as a way of assessing strengths and areas for development and for gaining important information which can inform school improvement more generally.

All staff should expect to have their performance and work observed and assessed by their line manager, reviewer and/or senior leaders. This will include where relevant, formal and 'drop-in' classroom observations for the purposes of evaluating

the standards of teaching and learning and to check that high standards of professional performance are established and maintained. The amount and type of such observations will be proportionate to the performance of the reviewee and the needs of the academy.

All observation will be carried out in a supportive fashion and, in the case of teachers, by someone with QTS.

6.2 Feedback

Reviewees 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.

6.3 Training and Support

The Trust expects all staff to take responsibility for improving their own performance through appropriate continuing professional development. Professional development will be linked to school improvement priorities and individual job roles, priorities and ambitions. Specific support, guidance and development needs will be identified through the performance management process.

7. Reviewing Performance

7.1 All staff will be assessed on their overall performance taking into account: any professional standards applicable to that role; performance against their performance management objectives; the requirements of their job roles and the degree to which they have taken responsibility for their own CPD.

7.2 Performance and development priorities will be considered and addressed on a continuous basis throughout the year and there will be informal meetings as necessary to consider progress against objectives. There may be formal review meetings during the year. Performance management meetings will take place during working/directed time, excluding PPA time unless otherwise agreed.

7.3 At the end of the cycle, each reviewee's performance will be formally assessed.

The reviewer and reviewee will meet to discuss progress against objectives and overall performance.

The reviewee will receive, and have an opportunity to comment on, a written report (the form at Appendix A may be used for this purpose) which will include:

- An assessment of the reviewee's performance against the objectives
- An assessment of overall performance with particular reference to performance against the job role and any standards relevant to the role;
- An assessment of how the employee and academy have identified and met the their training, development and support needs and the impact of learning on their performance;
- A recommendation on pay

7.4 Absence

Where an employee has been absent during the performance management cycle, performance will be assessed on the basis of any and all evidence available for the periods of attendance and where necessary on prior performance.

8. Unsatisfactory Performance

8.1 If at any point in the cycle, evidence emerges that an employee's performance has fallen below the minimum standards expected of them, the reviewer or other relevant manager, will:

- explain the nature and seriousness of the concerns;
- detail any previous discussions/support;
- give the employee the opportunity to comment and discuss concerns.

This may also apply where employees consistently fail to develop their skills and knowledge or to sustain the expected level of performance.

Any concerns and subsequent discussion will be confirmed in writing to the employee.

- The manager will normally (see 8.2 below) set a monitoring period. This will involve:
- the setting of targets for future performance (in addition to existing performance management targets) ;
- agreeing any further support with the employee;
- making it clear how, and by whom, progress will be monitored and when it will be reviewed;
- explaining the consequences and process if no, or insufficient, improvement is made.

The period of monitoring will normally be between 4 and 8 working weeks and in any case shall only be as long as is necessary to allow reasonable time for improvement and this will depend on the seriousness of the issues and individual circumstances. Exceptionally, an extension of not normally more than 4 weeks may be granted, where there has been significant improvement or there has been significant absence during the monitoring period.

Regular contact will be maintained throughout the monitoring period to review and support progress.

8.2 Where performance concerns are particularly serious, and/or where there has been insufficient improvement following any monitoring period, the performance management procedure will be suspended and the formal capability procedure will be invoked.

9. Confidentiality

9.1 A written record of all meetings conducted under this procedure will be made, either by the person holding the meeting or by an alternative person arranged by the Trust to take notes. The school processes any personal data collected during the performance management procedure in accordance with its data protection policy. Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of completing the performance management procedure or as set out in 9.2 below.

On the conclusion of the procedure, data collected will be held in accordance with the Trust's retention schedule. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Trust's data

protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the Trust's disciplinary procedure.

- 9.2 The performance management process and related paperwork will be treated with confidentiality. However, performance management paperwork may be shared beyond the reviewer and reviewee in the following circumstances:
- for the purposes of quality assurance;
 - for the purpose of assessing eligibility to progress to the Upper Pay Range and meeting HLTA and other relevant standards;
 - where poor performance is identified;
 - with those responsible for making pay decisions.

Appendix A

PERFORMANCE MANAGEMENT

CONFIDENTIAL

NAME OF REVIEWEE

JOB TITLE

NAME OF REVIEWER

PM CYCLE DATES

From

To

Professional Standards
applicable to the role

Key aspects of the improvement
plan relevant to the role

-
-
-
-
-

Date of initial meeting

**Date(s) of informal review
meeting(s)**

Date of final review meeting

Objectives (Key performance priorities for the year)	Measures/Milestones (How/when will objective be achieved)	Summary of success/ achievements through the year (Record of evidence)

Development required (Skills, knowledge etc.)	Delivery (How will development needs be met?)	Examples of application/impact (Has this added value to the role, how has this been applied?)

End of Year Review

Assessment against Objectives (Summary of achievements, evidence etc)	
Assessment of performance against job role	
Assessment of overall quality of teaching against relevant Professional Standards	

Assessment of reviewee's CPD activity	
---------------------------------------	--

Pay Recommendation (if applicable)	Performance Pay Progression criteria set out in the Pay Policy have / have not been met: Current Pay level: £ Pay Progression recommendation: new pay level: £
------------------------------------	--

Signed..... (Reviewer) Date..... .	Employee's comments Signed..... . Date.....
---	--

This document is issued by Juniper Education

Juniper Education
Boundary House, 4 County Place,
Chelmsford, CM2 0RE

t. 0345 200 8600
e. enquiries@junipereducation.org
w. junipereducation.org

This issue:	Sept 2018
Last issue:	Sept 2016