

## **Performance Management Policy**

Our Motto: Aim High, Learn Together, Feel Proud!

We believe this policy should be a working document that is fit for purpose, represents the school ethos, enables consistency and quality across the school and is related to the following legislation:

- GDPR 2018
- Equality Act 2010
- School Teacher Appraisal (Wales) Regulations 2011
- Education (School Teachers' Appraisal) (England) Regulations 2012

The following documentation is also related to this policy:

- Equality Act 2010: Advice for Schools (DfE)
- Teacher appraisal and capability (DfE)
- Race Disparity Audit - Summary Findings from the Ethnicity Facts and Figures Website (Cabinet Office)

We are aware that the General Data Protection Regulations (GDPR) has entirely replaced the previous Data Protection Act (DPA) making changes to many existing data protection rules and regulations that schools, academies and other educational establishments adhered to under the DPA. The principal aim of the GDPR is to strengthen and unify the safety and security of all data held within an organisation.

### **Application of the policy**

The policy applies to the head teacher and to all teachers employed by the school except teachers on contracts of less than one term, those undergoing induction i.e. NQTs and those who are the subject of capability procedures.

### **Purpose**

This policy sets out the framework for a clear and consistent assessment of the overall performance of teachers and the head teacher and for supporting their development needs within the context of the school's improvement plan and their own professional needs. Where teachers are eligible for pay progression, the assessment of performance throughout the cycle against the performance criteria specified in the statement will be the basis on which the recommendation is made by the reviewer.

This policy should be read in conjunction with the school's pay policy which provides details of the arrangements relating to teacher's pay in accordance with the School Teachers' Pay and Conditions Document.

### **Links to school improvement, evaluation and development planning**

To comply with the requirement to show how the arrangements for performance management link with those for school improvement, school self-evaluation and school development planning

the performance management observation opportunities will be linked, where possible, to inform self-evaluation and the wider school improvement process.

Similarly, the school improvement and development plan and the school's self-evaluation form are key documents for the performance management process.

All reviewers are expected to explore the alignment of reviewees' project with the school's priorities and plans. The projects should also reflect reviewees' professional aspirations.

### **Consistency of treatment and fairness**

The Governing Body is committed to ensuring consistency of treatment and fairness in the operation of performance management.

To ensure this the following provisions are made in relation to moderation, quality assurance and objective setting:

### **Quality assurance**

The Head teacher will delegate the reviewer role for some or all teachers for whom he is not the line manager. In these circumstances the head teacher will moderate all the planning statements to check that the plans recorded in the statements of teachers at the school:

- are consistent between those who have similar experience and similar levels of responsibility
- comply with the school's performance management policy, the regulations and the requirements of equality legislation.

The Governing Body will:

- nominate the Chair of the Governing Body to ensure that the head teacher's planning statement is consistent with the school's improvement priorities and complies with the school's Performance Management Policy and the Regulations.

The Governing Body will review the quality assurance processes when the performance policy is reviewed.

### **Project setting**

The project set will be rigorous, challenging, achievable, time-bound, fair and equitable in relation to teachers with similar roles/responsibilities and experience. Projects will have regard to what can reasonably be expected of any teacher in that position given the desirability of the reviewee being able to achieve a satisfactory balance between the time required to discharge his professional duties and the time required to pursue his personal interests outside work, consistent with the school's strategy for bringing downward pressure on working hours. They shall also take account of the teacher's professional aspirations and any relevant pay progression criteria. They should be such that, if they are achieved, they will contribute to improving the progress of pupils at the school.

The reviewer and reviewee will seek to agree the project but where a joint determination cannot be made the reviewer will make the determination.

In this school all teachers have no more than 1 project which will:

- be linked to developing their professionalism
- develop the professionalism of others
- link to the school development plan
- develop the quality of education

Though performance management is an assessment of overall performance of teachers and the head teacher, a project cannot cover the full range of a teacher's roles/responsibilities. Projects will, therefore, focus on the priorities for an individual for the cycle.

## **Reviewing Progress**

It will be the responsibility of the Class teacher to ensure that they are making effective progress towards the project set and the Reviewer to ensure that the support promised in the Planning meeting is delivered effectively. The Class teacher and Reviewer will meet around the midyear point to discuss progress. This meeting will be held in directed time – please note - directed time does not include PPA time.

At the end of the cycle, assessment of performance against the project will be on the basis of the performance criteria set at the beginning of the cycle. Good progress towards the achievement of a challenging project, even if the performance criteria have not been met in full, will be assessed favourably.

Obviously, because of the nature of the projects set, assessment against some of the success criteria may involve evidence other than through classroom observation e.g. evidence of improved pupils progress in an agreed area could be through data analysis.

The performance management cycle is annual, but on occasions it may be appropriate to set projects that will cover a period over more than one cycle. In such cases, the basis on which the progress being made towards meeting the performance criteria for the project will be assessed at the end of the first cycle and will be recorded in the planning and review statement at the beginning of the cycle.

## **Appeals**

At specified points in the performance management process teachers and head teachers have a right of appeal against any of the entries in their planning and review statements. Where a reviewee wishes to appeal on the basis of more than one entry this would constitute one appeal hearing.

Details of the appeals process are covered in the school's pay policy.

## **Confidentiality**

The whole performance management process and the statements generated under it, in particular, will be treated with strict confidentiality at all times. Only the reviewee's line manager or, where the teacher has more than one, each line managers will be provided with access to the reviewee's plan recorded in the reviewee's statement, upon request, where this is necessary to enable the line manager to discharge appropriate line management responsibilities. Reviewees will be told who has requested the plan and has been granted access.

## **Training and support**

The school's CPD programme will be informed by the training and development needs identified in the training annex of the reviewees' planning and review statements.

The governing body will ensure in the budget planning that, as far as possible, appropriate resources are made available in the school budget for any training and support agreed for reviewees.

An account of the training and development needs of teachers in general, including the instances where it did not prove possible to provide any agreed CPD, will form a part of the head teacher's annual report to the governing body about the operation of the performance management in the school.

With regard to the provision of CPD in the case of competing demands on the school budget, a decision on relative priority will be taken with regard to the extent to which:

- a) the CPD identified is essential for a reviewee to meet their project; and
- b) the extent to which the training and support will help the school to achieve its priorities. The school's priorities will have precedence. Teachers should not be held accountable for failing to make good progress towards meeting their performance criteria where the support recorded in the planning statement has not been provided.

## **Appointment of reviewers for the Headteacher**

### **In this school:**

The Governing Body is the reviewer for the head teacher and to discharge this responsibility on its behalf will appoint 2 or 3 governors.

Where a head teacher is of the opinion that any of the governors appointed by the governing body under this regulation is unsuitable for professional reasons, he may submit a written request to the governing body for that governor to be replaced, stating those reasons.

## **Appointment of External Adviser**

The Governing Body, in agreement with the Headteacher, will appoint an external advisor for the school, who will provide the Governing Body with advice and support in relation to the management and review of the performance of the head teacher.

## **Appointment of reviewers for all other staff members**

In the case where the head teacher is not the line manager, the head teacher may delegate the duties imposed upon the reviewer, in their entirety, to the line manager.

The head teacher will be the reviewer for those members he directly line manages and will delegate the role of reviewer, in its entirety, to the relevant line managers for some or all other staff members.

Where a staff member has more than one line manager the head teacher will determine which line manager will be best placed to manage and review their performance.

Where a staff member is of the opinion that the person to whom the head teacher has delegated the reviewer's duties is unsuitable for professional reasons, then they may submit a written request to the head teacher for that reviewer to be replaced, stating those reasons.

Where it becomes apparent that the reviewer will be absent for the majority of the cycle or is

unsuitable for professional reasons the head teacher may perform the duties himself or delegate them in their entirety to another member of staff.

A performance management cycle will not begin again in the event of the reviewer being changed.

All line managers to whom the head teacher has delegated the role of reviewer will receive appropriate preparation for that role.

### **The performance management cycle**

The performance of teachers must be reviewed on an annual basis. Performance planning and reviews must be completed for all teachers by 31 October and for head teachers by 31 December.

The performance management cycle in this school, therefore, will run from the beginning of November in one school year to the end of October in the next school year for teachers, and from January in one school year to December in the following school year for the head teacher.

Teachers who are employed on a fixed term contract of less than one year, will have their performance managed in accordance with the principles underpinning the provisions of this policy. The length of the cycle will be determined by the duration of their contract.

Where a teacher starts their employment at the school part-way through a cycle, the head teacher or, in the case where the teacher is the head teacher, the governing body shall determine the length of the first cycle for that teacher, with a view to bringing his cycle into line with the cycle for other teachers at the school as soon as possible.

Where a teacher transfers to a new post within the school part-way through a cycle, the head teacher or, in the case where the teacher is the head teacher, the governing body shall determine whether the cycle shall begin again and whether to change the reviewer.

### **Retention of statements**

Performance management planning and review statements will be retained for a minimum period of 6 years.

## **MONITORING AND EVALUATION**

The governing body will monitor the operation and outcomes of performance management arrangements.

The head teacher will provide the governing body with a written report on the operation of the school's performance management policy annually. The report will not contain any information which would enable any individual to be identified. The report will include:

- the operation of the performance management policy;
- the effectiveness of the school's performance management procedures;
- teachers' training and development needs.

The Governing Body is committed to ensuring that the performance management process is fair and non-discriminatory and the following monitoring data should be included in the head teacher's report because they represent the possible grounds for unlawful discrimination:

- Race
- Sex
- Sexual orientation
- Disability
- Religion and belief
- Age
- Part-time contracts
- Trade union membership.

The head teacher will also report on whether there have been any appeals or representations on an individual or collective basis on the grounds of alleged discrimination under any of the categories above.

## **REVIEW OF THE POLICY**

The Governing Body will review the performance management policy every school year at its Autumn (1) meeting.

The Governing Body will take account of the head teacher's report in its review of the performance management policy. The policy will be revised as required to introduce any changes in regulation and statutory guidance to ensure that it is always up to date.

The Governing Body will seek to agree any revisions to the policy with the recognised trade unions having regard to the results of the consultation with all teachers.

To ensure teachers are fully conversant with the performance management arrangements, all new teachers who join the school will be briefed on them as part of their introduction to the school.

## **ACCESS TO DOCUMENTATION**

Copies of the school development plan and SEF are published on the school's intranet and/or can be obtained from the school office.

## **CLASSROOM OBSERVATION PROTOCOL**

All classroom observation will be undertaken in accordance with the performance management regulations, the associated guidance published by the Rewards and Incentives Group and the classroom observation protocol that is appended to this policy in Annex 1.

The Governing Body is committed to ensuring that classroom observation is developmental and supportive and that those involved in the process will:

- carry out the role with professionalism, integrity and courtesy;
- evaluate objectively;
- report accurately and fairly; and
- respect the confidentiality of the information gained.

The total period for classroom observation arranged for any teacher will not exceed three hours per cycle having regard to the individual circumstances of the teacher. There is no requirement to use all of the three hours. The amount of observation for each teacher should reflect and be proportionate to the needs of the individual

At Westbrook Primary School we recognise the importance of organising classroom observations, where possible, over the year, which meet the needs of Performance Management as well as school self-evaluation.

To this end we have agreed that observations will be organized as follows: There will be three subject/aspect areas for monitoring which will be identified on the School Development Plan each year. These are to support School Self-evaluation and are a vital part of the school's self-evaluation process. A copy of the feedback from these lessons will be shared with the Reviewer and will be used to support the Performance Management process.

The school has an agreed monitoring proforma and this will be used to record the observations. Comments will be made on areas of strength in the lesson and any areas for development will be discussed with the class teacher and noted on the written review.

The arrangements for classroom observation will be included in the plan in the planning and review statement and will include the amount of observation, specify its primary purpose, any particular aspects of the teacher's performance which will be assessed, *the duration of the observation*, when during the performance management cycle the observation will take place and who will conduct the observation.

Where evidence emerges about the reviewee's teaching performance which gives rise to concern during the cycle, classroom observations may be arranged in addition to those recorded at the beginning of the cycle subject to a revision meeting being held in accordance with the Regulations.

If the Class teacher identifies another lesson observation that they would like to take place to support progress against their project it can be agreed between the Reviewer and the Class teacher. It is expected that this further lesson observation will not take the total for the year over the agreed three hour limit.

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Review: June 2021

## **ANNEX 1 - CLASSROOM OBSERVATION PROTOCOL**

Information gathered during the observation will be used, as appropriate, for a variety of purposes including to inform school self-evaluation and school improvement strategies in accordance with

the school's commitment to streamlining data collection and minimizing bureaucracy and workload burdens on staff.

In keeping with the commitment to supportive and developmental classroom observation those being observed will be notified in advance.

In this school classroom observation will only be undertaken by those who have had adequate preparation and the appropriate professional skills to undertake observation and to provide constructive oral and written feedback and support, in the context of professional dialogue between colleagues.

Oral feedback will be given as soon as possible after the observation and no later than the end of the following working day. It will be given during directed time in a suitable, private environment.

Written feedback will be provided within five working days of the observation taking place. If issues emerged from an observation that were not part of the focus of the observation as recorded in the planning and review statement these should also be covered in the written feedback and the appropriate action taken in accordance with the regulations and guidance.

The written record of feedback also includes the date on which the observation took place, the lesson observed and the length of the observation. The teacher has the right to append written comments on the feedback document. No written notes in addition to the written feedback will be kept.

A head teacher has a duty to evaluate the standards of teaching and learning and to ensure that proper standards of professional performance are established and maintained. Heads have a right to drop in to inform their monitoring of the quality of learning.

Drop ins will only inform the performance management process where evidence arises which merits the revision of the performance management planning statement, in accordance with the provisions of the regulations.