

HARRIS MIDDLE SCHOOL

PERFORMANCE MANAGEMENT POLICY

CHAIR OF GOVERNORS: _____

MINUTED: _____

DATE OF REVIEW: **SPRING TERM 2010**

PERFORMANCE MANAGEMENT POLICY

APPLICATION OF THE POLICY

- The policy applies to the Headteacher and to all teachers employed by the school except teachers on contracts of less than one term, those undergoing induction (*ie GTP students and 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 Headteacher 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, SCHOOL SELF EVALUATION AND SCHOOL 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 and to minimize workload and bureaucracy the performance management process will be the main source of information as appropriate for school 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' objectives with the school's priorities and plans. The objectives 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 Headteacher has determined that she will delegate the reviewer role for some or all teachers for whom she is not the reviewer. In these circumstances the Headteacher will moderate a sample of planning statements to check that the plans recorded in the statements of teachers at the school: Planning statements should:-

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

The Governing Body will:

- i. nominate up to three governors who will not be involved in the Headteacher's performance management or any appeal regarding the Headteacher's performance management to ensure that the Headteacher's planning statement is consistent with the school's improvement priorities and complies with the school's performance management policy and the Regulations.
- ii. The Governing Body will review the quality assurance processes when the performance policy is reviewed.

OBJECTIVE SETTING

- The objectives set will be rigorous, challenging, achievable, time-bound, fair and equitable in relation to teachers with similar roles/responsibilities and experience. They will have regard to what can reasonably be expected of any teacher to achieve a satisfactory balance between the time required to discharge their professional duties and the time required to pursue his personal interests outside work. They will be consistent with the school's Well Being 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 objectives but where a joint determination cannot be made the reviewer will make the determination.
- Teachers, including the Headteacher, may not have the same number of objectives.
- All teachers, including the Headteacher, will have a whole school objective.
- All teachers, including the Headteacher, may also have a team objective, as appropriate, as well as a personal, career related, objective.

- Though performance management is an assessment of overall performance of teachers and the Headteacher, objectives cannot cover the full range of a teacher's roles/responsibilities. Objectives will, therefore, focus on the priorities for an individual for the forthcoming, 12 month cycle. At the review stage it will be assumed that those aspects of a teacher's roles/responsibilities not covered by the objectives, or any amendment to the statement, which may have been necessary in accordance with the provisions of the regulations, have been carried out satisfactorily.

Reviewing Progress

- At the end of the cycle, assessment of performance against an objective will be on the basis of the performance criteria set at the beginning of the cycle. Good progress towards the achievement of a challenging objective, even if the performance criteria have not been met in full, will be assessed favourably.
- The performance management cycle is annual, but on occasions it may be appropriate to set objectives that will cover a period over more than one cycle. In such cases, progress made towards meeting the performance criteria for the objective 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. It may also be appropriate, on occasions, to change the objective, mid-cycle. This will only be done with the agreement of the reviewer and reviewee and reasons for the change must be documented, along with the new priorities.

APPEALS

- At specified points in the performance management process teachers and Headteachers 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 reviewer or, where s/he has more than one, reviewers, will be provided with access to the reviewee's plan recorded in her/his statement, upon request, where this is necessary to enable the reviewer to discharge her/his line management responsibilities. Reviewees will be told who has requested and has been granted access.

TRAINING AND SUPPORT

- Performance management is a critical part of the school's self-improvement process. 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 Headteacher'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 objectives; 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

Appointment of Governors

- The Governing Body is the reviewer for the Headteacher and to discharge this responsibility on its behalf may appoint 2 or 3 governors.
- Where a Headteacher is of the opinion that any of the governors appointed by the governing body under this regulation is unsuitable for professional reasons, s/he may submit a written request to the governing body for that governor to be replaced, stating those reasons.

Appointment of School Improvement Partner or External Adviser

- The local authority has appointed a School Improvement Partner 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 Headteacher.

APPOINTMENT OF REVIEWERS FOR TEACHERS

- In the case where the Headteacher is not the teacher's reviewer, the Headteacher may delegate the duties imposed upon the reviewer, in their entirety, to the teacher's reviewer. The Headteacher will be the reviewer for those teachers she directly line manages and will delegate the role of reviewer, in its entirety, to the relevant reviewers for some or all other teachers. The maximum number of reviews that any reviewer will be expected to undertake per cycle is four.
- Where a teacher has more than one reviewer the Headteacher will determine which reviewer will be best placed to manage and review the teacher's

performance.

- Where a teacher is of the opinion that the person to whom the Headteacher has delegated the reviewer's duties is unsuitable for professional reasons, s/he may submit a written request to the Headteacher 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 Headteacher may perform the duties himself/herself or delegate them in their entirety to another teacher. Where this teacher is not the reviewee's reviewer the teacher will have an equivalent or higher status in the staffing structure as the teacher's reviewer.
- A performance management cycle will not begin again in the event of the reviewer being changed.
- All reviewers to whom the Headteacher 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 Headteachers by 31 December.
- The performance management cycle in this school, therefore, will run from September to September for teachers, and from December to December for the Headteacher.
- 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 Headteacher (or, in the case where the teacher is the Headteacher, 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 Headteacher (or, in the case where the teacher is the Headteacher, 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 Headteacher 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:
 - i. the operation of the performance management policy;
 - ii. the effectiveness of the school's performance management procedures;
 - iii. 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 Headteacher's report because they represent the possible grounds for unlawful discrimination:
 - i. Race
 - ii. Sex
 - iii. Sexual orientation
 - iv. Disability
 - v. Religion and belief
 - vi. Age
 - vii. Part-time contracts
 - viii. Trade union membership.
- The Headteacher 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 Summer Term meeting.
- The Governing Body will take account of the Headteacher'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 groups (SCC Human Resources team and 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. Details will also be summarized in the Staff handbook

ACCESS TO DOCUMENTATION

- Copies of the school improvement and development plan and SEF are distributed to all staff and governors and are also 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.

ANNEX 1 - CLASSROOM OBSERVATION PROTOCOL

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.

In this school 'proportionate to need' will be determined either by the reviewer and reviewee, or, if appropriate, by the Headteacher and reviewer. Unless otherwise stated all staff may expect at least one observation per term which can form the basis of their performance management observation. With prior agreement, this may be done by another member of staff or County Consultant and not by the reviewer.

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.

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 minimising 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.

- 1) Classroom observations will only be undertaken by persons with QTS. In addition, 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.
- 2) 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.

- 3) 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.
- 4) 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.
- 5) The Headteacher 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.

Clearly the performance management arrangements are integral to fulfilling this duty and Headteachers may consider the classroom observations they have agreed for performance management are sufficient and that drop-in will not be needed.

As this school is a large middle school, drop-ins will be undertaken by the Headteacher supported by the appropriate and designated members of the leadership team

- Deputy Headteacher
- Assistant Headteacher
- CPD leader (when this person is not one of the above)

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.