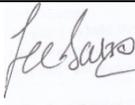


Epping Forest Schools Partnership Trust

Unlocking the Potential of Collaboration

Performance Management Procedure

This Model ECC Policy was revised in:	September 2018
It was ratified by the Board of Trustees in:	February 2019
Signed by the Chair of Trustees:	
This Policy will be reviewed by the Trust every three years. Next review date:	February 2022

CONTENTS

PAGE NO:

1. INTRODUCTION 3

2. SCOPE 3

3. ROLES AND RESPONSIBILITIES..... 3

4. THE PERFORMANCE MANAGEMENT CYCLE 4

5. OBJECTIVE SETTING..... 4

6. MONITORING AND SUPPORTING PERFORMANCE..... 4

7. REVIEWING PERFORMANCE..... 5

8. UNSATISFACTORY PERFORMANCE..... 5

9. CONFIDENTIALITY & DATA PROTECTION 6

APPENDIX A..... 7

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; 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 (teaching and support staff) 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 delegates responsibility for the Performance Management of the CEO to its HR Committee and arrangements for this are set out in the Pay Policy.
- The Trust Board / CEO delegates responsibility for the Performance Management of the Headteacher to the Local Governing Body.
- The Headteacher 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.

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;
- 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 headteachers).

4.2 Support Staff

The performance management of support staff is not statutory but the Trust considers it good practice and where a performance management cycle is in place it will run from April – March. Final reviews will be completed in time to allow for any pay decisions to be made by 31 March.

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 may be used for this purpose.

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. All criteria are set out in the Trust's Pay Policy.

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 End-of-year review

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 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 Reviewer may seek advice from HR at this point to ensure appropriate documentation is in place.

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. 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	<ul style="list-style-type: none">•••••
----------------------------------------------------------	-------------------------------------------------------------------------------------------

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 and published by: EES for Schools, Education HR service. You can contact us in the following ways:
By telephone: 033301 39810; By email: educationHR@EESforschools.org
By post: EES for schools, Education HR, Seax House, Victoria Road South, Chelmsford, CM1 1QH
Visit our website: www.EESforschools.org

© 2018 EES for Schools. All rights reserved. This publication is the intellectual property of EES for Schools and no part of it may be reproduced, stored or transmitted by any means without prior permission of EES for Schools. Any unauthorised use for commercial gain will constitute an infringement of copyright.