

**Performance Management
Teaching Staff Policy
Erdington Academy
Part of Fairfax Multi-Academy Trust**

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1. APPLICATION OF THE POLICY

The policy applies to the Headteacher and to all teachers employed by the Academy except teachers on contracts of less than one term, those undergoing induction (ie NQTs) and those who are the subject of capability procedures.

2. 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 Academy'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 Academy's pay policy which provides details of the arrangements relating to teacher's pay in accordance with the School Teachers' Pay and Conditions Document.

This Academy's performance management policy is designed to raise pupil achievement and attainment by;

- clearly setting out the roles and responsibilities of all participants
- improving teachers' morale and motivation
- providing an entitlement for teachers to engage in professional development as identified in the planning meeting
- being seen as enabling
- encouraging the development of confident and professional judgements amongst teachers
- increasing teachers' participation in decision-making and developing a sense of control over their own work.

3. 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, 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 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.

4. CONSISTENCY OF TREATMENT AND FAIRNESS

The Academy Association 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 he/she will delegate the reviewer role for some or all teachers for whom he/she is not the line manager. In these circumstances the Headteacher will delegate the reviewer role for some or all teachers for whom he/she is not the line manager. In these circumstances the Headteacher will moderate a sample of planning statements, with DH (Performance Management) to check that the plans recorded in the statements of teachers at the Academy:

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

The Academy Association will nominate one Associate 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 Academy's improvement priorities and complies with the Academy's performance management policy and the Regulations.

The Academy Association will review the quality assurance processes when the performance policy is reviewed.

5. OBJECTIVE SETTING

The objectives set will be concise, achievable, time-bound, fair and equitable in relation to teachers with similar roles/responsibilities and experience, and 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 Academy'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 Academy.

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

In this Academy:

- all teachers, including the Headteacher, will have three objectives, more can be set at the agreement of both parties.

A reviewee's objectives should reflect any relevant team, year or whole Academy objectives.

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 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.

6. 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.

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, the basis on which the progress being 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.

7. 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. Any appeal needs to be logged in writing to the senior leader responsible for the appraisal process and not the head teacher.

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

8. 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 s/he has more than one, each of her/his line managers will be provided with access to the reviewee's plan recorded in her/his statement, upon request, where this is necessary to enable the line manager to discharge her/his line management responsibilities. Reviewees will be told who has requested and has been granted access. In addition access to the reviewee's plan recorded in his/her statement is granted to the Headteacher and Deputy Headteacher (Performance Management/CPD))

9. TRAINING AND SUPPORT

The Academy'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 Academy Association will ensure in the budget planning that, as far as possible, appropriate resources are made available in the Academy 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 Academy Association about the operation of the performance management in the Academy.

With regard to the provision of CPD in the case of competing demands on the Academy 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 Academy to achieve its priorities. The Academy'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.

10. APPOINTMENT OF REVIEWERS FOR THE HEADTEACHER

Appointment of Associates

In this Academy:

The Academy Association is the reviewer for the Headteacher and to discharge this responsibility on its behalf may appoint 2 Associates.

Where a Headteacher is of the opinion that any of the Associates appointed by the Academy Association under this regulation is unsuitable for professional reasons, s/he may submit a written request to the Academy Association for that Associate 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 Academy, who will provide the Academy Association with advice and support in relation to the management and review of the performance of the Headteacher.

11. APPOINTMENT OF REVIEWERS FOR TEACHERS

In the case where the Headteacher is not the teacher's line manager, the Headteacher may delegate the duties imposed upon the reviewer, in their entirety, to the teacher's line manager. In this Academy the Headteacher has decided that:

The Headteacher will be the reviewer for those teachers s/he directly line manages and will delegate the role of reviewer, in its entirety, to the relevant line managers for some or all other teachers.

The maximum number of reviews that any line manager will be expected to undertake per cycle is four.

Where a teacher has more than one line manager the Headteacher will determine which line manager 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 line manager the teacher will have an equivalent or higher status in the staffing structure as the teacher's line manager.

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

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

12. 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 Academy, therefore, will run from October 31st to September 1st of the following year for teachers and from December 31st to November 1st of the following year 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 Academy part-way through a cycle, the Headteacher or, in the case where the teacher is the Headteacher, the Academy Association 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 Academy as soon as possible.

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

13. RETENTION OF STATEMENTS

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

14. MONITORING AND EVALUATION

The Headteacher will provide the Academy Association with a written report on the operation of the Academy'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 Academy's performance management procedures;
- Teachers' training and development needs.

The Academy Association is committed to ensuring that the performance management process is fair and non-discriminatory.

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 Academy Association will review the performance management policy every Academic year.

The Academy Association 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 Academy Association 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 Academy will be briefed on them as part of their introduction to the Academy.

15. ACCESS TO DOCUMENTATION

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

16. 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.

17. CLASSROOM VISITS

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. The Head and the Leadership Team have a right to make classroom visits to inform their monitoring of the quality of learning.

Classroom visits 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.

ANNEX 1 - CLASSROOM OBSERVATION PROTOCOL

The Academy Association 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
- 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.

This period does not include OfSTED, LA observations, peer observation or observation under capability procedures.

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. Classroom observations should be multi-purpose and are only one aspect of effective monitoring.

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 informing 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 at least 5 working days in advance.

Classroom observations will only be undertaken by persons with QTS. In addition, in this Academy 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.