



Performance Management Policy

2021-2022

Contents

| | |
|--|-----------|
| 1. About this policy | 3 |
| 2. Principles underpinning performance management | 4 |
| 3. Professional standards | 5 |
| 4. Timing of the performance management cycle | 6 |
| 5. Appointment of appraisers | 7 |
| 6. The performance management plan | 8 |
| 7. The review meeting | 9 |
| 8. The appraisal review statement | 10 |
| 9. Appeals | 11 |
| 10. Use of appraisal statements | 12 |
| 11. Managing underperformance | 14 |
| Annex A: Template – PRD Record | 15 |
| Annex B: Template – performance management objectives | 17 |
| Annex C: Template – appraisal review statement | 18 |
| Appendix: Training and development needs | 19 |

This policy refers to the statutory arrangements for the performance management of teachers and head of centres/headteachers. When using this model policy schools are encouraged to also consider the performance management arrangements of all their staff. Although there is currently no statutory provision for the performance management of support staff we follow best practice for a school by using the format and cycle to performance manage all members of staff.

1. About this policy

This policy sets out the performance management arrangements for the head of centre and teachers of [Bryn y Deryn Pupil Referral Unit \(PRU\)](#). It has been agreed by the management committee, head of centre and local authority and follows consultation with all staff members and recognised trade unions. It describes the purpose, procedures, roles and responsibilities that will ensure that the school's performance management arrangements contribute to the professional development of its staff and to the achievement of wider development objectives for the school and its learners.

The policy will be reviewed annually and any necessary amendments will be the subject of further consultation with staff members. The policy has not been reviewed before.

The head of centre will provide the management committee with an annual written report on the operation and effectiveness of this policy including the training and development needs arising from the performance management process.

All members of staff employed by the PRU will be included in the performance management cycle.

This policy has been produced with due regard to the current appraisal regulations and accompanying guidance published by the Welsh Government. These can be found at:

Regulations

www.legislation.gov.uk/wsi/2011/2940/contents/made

Guidance

www.wales.gov.uk/topics/educationandskills/publications/guidance/performance-man-for-teachers?lang=en

This policy does not apply to:

- Newly qualified teachers (NQTs) undergoing their statutory period of induction who are exempted from performance management arrangements
- Teachers employed for a fixed period of less than one school term.

2. Principles underpinning performance management

The following principles will underpin our performance management arrangements.

- Trust, confidentiality and professional dialogue between appraiser and appraisee.
- Consistency so that all staff are treated fairly.
- Recognition of strengths and a commitment to share effective practice.
- A commitment to provide constructive feedback on performance.
- Rigorous and evidence-based.
- A shared commitment to meeting the school's improvement plan and appropriate national priorities.

3. Professional standards

Teachers are required to meet the Practising Teacher Standards at the end of their induction period and must continue to meet them throughout their career. The head of centre is required to meet the Leadership Standards. Other practitioners may choose to use the Leadership Standards as a reference for their leadership development where this is identified as a priority for their professional development.

The professional standards should be considered as a whole to provide a backdrop to discussion and to help practitioners identify areas for further development.

The relevant professional standards can be found at:

www.wales.gov.uk/topics/educationandskills/publications/circulars/practitioners/?lang=en

4. Timing of the performance management cycle

The school's annual performance management cycle will start on **the last week of September** and be completed by **the end of the first week in November**

The appraisal cycle has been timed to link with the school's annual planning (MER) cycle.

5. Appointment of appraisers

The head of centre will appoint an appraiser for every teacher in the school.

The head of centre's appraisal will be carried out by a panel consisting of:

- The Chair of the management committee
- The Headteacher of the commissioning school.
- The challenge advisor

6. The performance management plan

Performance management will be a continuous cycle throughout the year involving three stages of planning, monitoring performance and reviewing performance.

The appraiser(s) will meet with the teacher/head of centre at the start of the cycle to plan and prepare for the annual appraisal. This meeting may be combined with the review meeting held at the end of the previous cycle.

The meeting will seek to agree the following:

- Objectives for the cycle and professional development activities to support achievement of the objectives
- The monitoring procedures including arrangements for observation of teaching on at least one occasion
- Any sources of information and data relevant to the objectives – these should include an up-to-date practice, review and development (PRD) record and data/information drawn from existing sources.

A template for the PRD Record is at Annex A . A template for recording the objectives is at Annex B .

In the case of the head of centre's performance plan only, the chair of the management committee will provide, on request, a copy of the head of centre's objectives to Estyn.

The arrangements for monitoring performance against the objectives, including the use of observation, will be decided during the planning meeting and recorded by the appraiser(s).

The appraisee and appraiser(s) will keep progress under review throughout the cycle including the use of informal discussion as well as the more formal arrangements specified in the planning meeting. The PRD Record will provide a focus for these discussions.

7. The review meeting

At the end of the performance management cycle a formal review meeting will be held where the appraiser and appraisee will discuss achievements, any areas for improvement and professional development activities. This meeting may be combined with the planning meeting for the next annual cycle.

The purpose of the review meeting will be to:

- Assess the extent to which the appraisee has met their objectives
- Determine whether there has been successful overall performance in confirming the appraisee continues to meet the relevant professional standards
- Identify the need for additional support, training or development and how this will be met.

8. The appraisal review statement

Within ten school days of the review meeting the appraiser(s) will provide the appraisee with a written statement of the main points made at the review meeting and the conclusions reached. Annexed to the statement will be a summary of professional development needs and an indication of how these might be met.

The appraiser will seek to agree the final wording of the appraisal statement with the appraisee.

The appraisee may, within ten school days of receiving the final appraisal statement, add comments in writing. These comments will then form part of the statement.

Both the appraisal statement and the annex are confidential documents and must be kept in a secure place. The provisions of the Data Protection Act will be followed at all times.

A template for the 'Appraisal review statement' is at Annex C.

9. Appeals

The appraisee may appeal against the appraisal statement within ten school days of receiving the appraisal statement. An appeals officer or, in the case of the head of centre, an appeals panel will be appointed to conduct a review.

All appeals will be conducted in accordance with the current Appraisal Regulations and the associated Welsh Government guidance.

In summary, the appeal process will involve the following stages.

- Appraiser lodges appeal with the management committee
- Appeals officer/panel appointed
- Appeals officer/panel provided with copy of appraisal statement within five school days of receiving notice of appeal
- Appeal review will be carried out within ten school days of receiving appraisal statement
- The appeals officer/panel must take into account any representations made by the appraiser
- The appeals officer/panel may then decide that:
 - The appraisal has been carried out satisfactorily
 - With the agreement of the appraiser(s), amend the appraisal statement
 - Order that a new appraisal be carried out.
- The appeals officer/panel can not determine that:
 - New objectives can be set
 - Existing objectives be revised.

10. Use of appraisal statements

Teachers

The appraiser must give a copy of the appraisal statement to the appraiser and to the head of centre. In turn, the head of centre will, on request, provide a copy to:

- The appraiser
- An appeals officer
- Any management committee members responsible for making decisions or giving advice on matters in relation to pay

Where the appraiser is eligible for pay progression under the School Teachers Pay and Conditions Document (STPCD) the appraiser will provide a recommendation on pay progression to the head teacher in line with provisions of the STPCD.

The head of centre will provide a copy of the annex to the appraisal statement detailing professional development needs to the person with whole-school responsibility for planning provision for training and development.

The appraisal statement will be kept by the head of centre in a safe and secure place until at least three years after the next appraisal statement has been finalised.

Head of Centre

In the case of the head of centre's performance management the appraisers (the Challenge Advisor) will sign the copy of the appraisal statement and give to to the head of centre, the chair of the management committee and the head of the commissioning school. Appraisers will also, on request, provide a copy to any management committee members responsible for making decisions or giving advice on matters in relation to pay.

The chair of the management committee will also provide, on request, a copy of the head teacher's appraisal statement to:

- any officer designated by the chief education officer responsible for the performance of head of centres
- any appeals officer

The chair of the management committee will provide a copy of the annex to the appraisal statement detailing professional development needs to the person with whole-school responsibility for planning provision for training and development.

The appraisal statement will be kept by the management committee in a safe and secure place until at least three years after the next appraisal statement has been finalised. The head of centre will also keep a copy of the appraisal statement for the same period of time.

Information from the head of centre's appraisal statement may be taken into account by the management committee (or its committees) in matters relating to the promotion, discipline or dismissal of the head of centre or in relation to any discretion over pay.

11. Managing underperformance

Effective line management arrangements, including the effective use of the procedures outlined in this policy, will help prevent underperformance through early identification, support and intervention.

The performance management procedures set out in this policy, including the review meeting and appraisal statement, do not form part of any disciplinary, competency or capability procedures. However, information from the appraisal statement can be taken into account when making decisions about performance, pay, promotion, dismissal, or disciplinary matters which may be triggered by other procedures.

Annex A: Practice, Review and Development Record

| | | | |
|--|--------------|--------------|------------|
| Practice, Review and Development Record | Name: | From: | To: |
|--|--------------|--------------|------------|

| | | Objective 1: Enter objective here | Objective 2: Enter objective here | Objective 3: Enter objective here |
|-------------------|---|---|---|---|
| Planning | <ul style="list-style-type: none"> • What is the focus of my objectives – how do they relate to school priorities? • What is the intended impact on my practice? • What do I need to find out – what do other people already know about it? • What data and evidence will I make use of? • How will I use what I've found out to help me meet my objectives? • What actions and/or professional development activities am I planning? • What support will I need? • How will I work with others to achieve my objectives? | | | |
| Monitoring | <ul style="list-style-type: none"> • What progress am I making in meeting my objectives? • What impact has there so far been on my practice? • How do I know – what data and evidence am I using? • How are others involved in monitoring? | | | |

| | | | | |
|------------------|--|--|--|--|
| Reviewing | <ul style="list-style-type: none"> • How well have I met my objectives? • Are there any factors which have affected progress in meeting my objectives? • What have I found out? • What has been the impact on my practice and/or learner outcomes? • How do I know – what data and evidence am I using? • What professional development activities have I undertaken? • What support has been provided to me? • Do I need any follow up development? | | | |
|------------------|--|--|--|--|

Practice, Review and Development Record

Purpose of the PRD Record

The purpose of the PRD Record is to support practitioners in:

- meeting the requirements of the appraisal regulations to keep an up-to-date record of:
 - Their own assessment of their performance against their performance management objectives
 - Professional development undertaken or other support provided and how this is contributing to the achievement of objectives
 - Any factors which the practitioner considers are affecting performance against the objectives
- Reflecting regularly on their practice including the use of relevant data and evidence to review their practice and identify priorities for professional development
- Providing a focus for discussion during the planning, monitoring and reviewing stages of the performance management cycle.

Completing the PRD Record

The following guidance will assist practitioners in completing their PRD Record during the performance management cycle. The guidance is intended to ensure the PRD Record supports the practitioner in their work without being burdensome to complete.

The PRD Record should be regularly updated – this does **not** need to be daily or even weekly but at key points throughout the performance management cycle. In reflecting regularly on their practice, practitioners should use their professional judgement to decide the points at which the record is updated so that it remains relevant and up-to-date.

- The template makes provision for up to three objectives. The template can be adapted where additional objectives have been identified.
- The template is arranged to reflect the performance management cycle of planning, monitoring and reviewing. Each section has a number of 'prompts' designed to assist practitioners to reflect on key aspects of their practice and professional development. Practitioners may find it helpful to base their PRD records around answers to some or all of these prompts.
- Entries should be concise but sufficiently detailed to serve as a basis for discussion. Lengthy prose responses are not necessary and practitioners may choose to adopt a 'bullet point' style approach.
- It is recommended that the PRD Record is maintained in electronic form as this will facilitate easier amendment and updating.
- Where objectives are linked it may be more appropriate to 'write across' columns to avoid making duplicate entries.

Annex B: Template – performance management objectives

Appraisee:

Job title:

Period covered by objectives:to.....

| Objectives* | Objective 1: [Enter objective here] | Objective 2: [Enter objective here] | Objective 3: [Enter objective here] |
|---|--|--|--|
| Professional development and/or support required to meet objectives | | | |
| Monitoring procedures to be used | | | |
| Relevant data and/or information to be used | | | |

*If more than three objectives use continuation sheet

Date of planning meeting:

Appraisee comments (where required):

Appraiser: Date:

Appraisee: Date:

Annex C: Template – appraisal review statement

Appraisee:

Job title:

1. The extent to which the objectives have been met:

2. Overall performance

Determination of successful overall performance considered against the relevant professional standards as a whole:

3. Development needs

Details of any identified need for additional support, training or development and how this may be met (if applicable):

4. Pay progression

Recommendation on pay progression (where applicable):

5. Appraisee comments (where applicable):

Appraiser: Date:

Appraisee: Date:

Appendix: Training and development needs

Appraisee:


Job title:

| Needs | How needs may be met | Timescale |
|----------------------------------|----------------------|-----------|
| [Enter description of need here] | | |
| [Enter description of need here] | | |
| [Enter description of need here] | | |
| [Enter description of need here] | | |

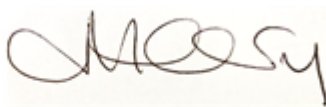
Appraiser: Date:

Appraisee: Date:

Date ratified: Annually from 12.9.2016
Dates reviewed and or amended 9.7.2020

Signed:  _____

F. Simpson
Head of Centre

Signed:  _____

J. Heerey
Chair of Management Committee