

# **Policy & Procedure Guidance for Performance Management Procedure (Support Staff)**

*This policy has been approved by the Board of Trustees with reference to the academy's Equality Policy. The aims of the Equality Policy are to ensure that Plume Academy meets the needs of all, taking account of gender identity, ethnicity, culture, religion, language, sexual orientation, age, ability, disability and social circumstances. It is important that in this academy we meet the diverse needs of students to ensure inclusion for all and that all students are prepared for full participation in a multi-ethnic society.*

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<b>Ratified by Board of Trustees:</b> Date: 20 July 2023		

## 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 .....	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 academy's improvement plan and 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 Support staff.

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 their probationary 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

*(For Teaching Staff see Teacher Performance Management Policy)*

The role of the performance management reviewer is to operate the Performance Management Procedure in its entirety. The reviewer/Joint Heads of Academy will be responsible for making recommendations on pay progression on the Performance Management Statement in accordance with the Pay Policy.

- 3.2 It is the responsibility of the Trustees to:

- Define, communicate and monitor procedures and 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.

- 3.3 It is the responsibility of the Joint Heads of Academy and other managers 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.

3.4 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**

*See Teacher Performance Management Policy*

### **4.2 Support Staff**

The performance management cycle will run from September - August.

Mid-year 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 the academy's 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 academy to ensure consistency and fairness.

5.5 Objectives may be revised in-year where circumstances change.

## **6. MONITORING AND SUPPORTING PERFORMANCE**

### **6.1 Training and Support**

The academy expects all staff to take responsibility for improving their own performance through

appropriate continuing professional development. Professional development will be linked to academy 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.

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 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 (to the Joint Heads of Academy) where applicable.

### **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 appropriate 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 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 and 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 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:
- with senior leaders for the purposes of quality assurance;
  - with the Joint Heads of Academy for the purpose of assessing eligibility to progress and meeting

other relevant standards;

- where poor performance is identified;
- with those responsible for making pay decisions.

This Performance Management Support Staff Policy was reviewed and ratified by the Board of Trustees of Plume Academy.



## Performance Management Review - Support

<b>Employee Name</b>		<b>Department</b>	
<b>Job Title</b>		<b>Reviewer Name</b>	
<b>Start Date</b>		<b>Reviewer Title</b>	

<b>CHARACTERISTICS</b>				
<b>QUALITY</b>	<b>EXCELLENT</b>	<b>GOOD</b>	<b>SATISFACTORY</b>	<b>UNSATISFACTORY</b>
Works to Full Potential				
Quality of Work				
Work Consistency				
Communication				
Independent Work				
Takes Initiative				
Group Work				
Productivity				
Creativity				
Honesty				
Integrity				
Co employee Relations				
External Relations				
Technical Skills				
Dependability				
Punctuality				
Attendance				

**CHANGES TO JOB DESCRIPTION**



# PERFORMANCE ASSESSMENT

## *Evaluate performance assessment and achieved objectives (Past)*

Objective	Date
	Achieved

## *Recognition of excellence within performance assessment (Present)*

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## *Focus areas for improvement (Present)*

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## *Future objectives with set expectations*

Objective	Date
	Proposed

## TRAINING AND DEVELOPMENT

Training to be actioned	Date to be Completed

## COMMENTS AND APPROVAL

*Provide any additional feedback.*

EMPLOYEE  
SIGNATURE

REVIEWER  
SIGNATURE

DATE

# Mid-Year Performance Management Review

## CURRENT RESPONSIBILITIES

*Attach job description, noting any significant changes*

## PERFORMANCE ASSESSMENT

*Evaluate performance management and achieved objectives (Past)*

**Objective**

**Date**

*Recognition of excellence within performance assessment (Present)*

*Focus areas for improvement (Present)*

*Futures objectives with set expectations*

**Objective**

**Date**

EMPLOYEE

SIGNATURE

REVIEWER

SIGNATURE

DATE

**CONFIDENTIAL**

<b>NAME OF REVIEWEE</b>	
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<b>JOB TITLE</b>	
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<b>NAME OF REVIEWER</b>	
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<b>PM CYCLE DATES</b>	<b>From</b>	<b>To</b>
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Professional Standards applicable to the role	
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Key aspects of the improvement plan relevant to the role	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li></ul>
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<b>Date of initial meeting</b>	
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<b>Date(s) of informal review meeting(s)</b>	

<b>Date of final review meeting</b>	
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<b>Objectives</b> (Key performance priorities for the year)	<b>Measures/Milestones</b> (How/when will objective be achieved)	<b>Summary of success/ achievements through the year</b>

<b>Development required</b> (Skills, knowledge etc.)	<b>Delivery</b> (How will development needs be met?)	<b>Examples of application/impact</b> (Has this added value to the role, how has this been

**End of Year Review**

<b>Assessment against Objectives</b> (Summary of achievements, evidence etc)	
<b>Assessment of performance against job role</b>	
<b>Assessment of overall quality of work/performance against relevant Professional Standards</b>	

<b>Assessment of reviewee's CPD activity</b>	
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<b>Pay Recommendation</b> (if applicable)	Performance Pay Progression criteria set out in the Pay Policy have / have not been met: Current Pay level: £
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<b>Signed..... (Reviewer)</b>	<b>Employee's comments</b>
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