



Performance Management Policy

Performance Management Support Staff

Parkside Community College are committed to develop all staff through a performance management process which contributes to the overall performance of the school and the improvement of educational standards for pupils. This policy covers all support staff employed at Parkside Community College.

1. Rationale

Performance Management means shared commitment to high performance. It helps focus attention on raising standards within the school for the benefit of our pupils. It means providing appropriate and effective training and development to ensure job satisfaction, expertise and where appropriate and agreed progression of staff in their chosen profession.

We want to improve performance by developing staff as individuals and teams. We will implement our performance management process on the basis of:

- a) Fairness – have an awareness of the potential for unconscious discrimination and to avoid assumptions about individuals based on stereotypes; and
- b) Equal Opportunity – All staff should be encouraged and supported to achieve their potential through agreeing objectives, undertaking development and having their performance assessed.

2. Roles

Performance management involves both the manager and the individual working together to ensure that objectives are discussed and agreed; regular and objective feedback is given; adequate coaching, training and development is provided and that the performance review takes place.

3. Responsibility for Reviews

Reviews will be carried out by the individual's Manager/Headteacher being the person who has the best overview of the individual's work and the ability to provide support to the individual.

4. Timing of Reviews

For all support staff objectives must be set and agreed by the end of March each year:-

- a) Objectives set in the Spring Term.
- b) Monitoring and Feedback - Occurs throughout the year by informal discussions and coaching; training where appropriate and informal 1:1 meetings in the first half of the autumn terms.
- c) Performance reviewed and new objectives set the following Spring Term (to be set by end of March)



5. Performance Management Cycle

Performance Management is an ongoing cycle, not an event, involving three stages of planning, monitoring performance and reviewing performance. The end of year review and stage one may occur at the same time.

Stage 1 Planning

Each member of staff will discuss and agree objectives with their Manager/Headteacher and record these in an individual plan. Objectives should be challenging but realistic and take account of the School Development Plan, Departmental Objectives and Job Description. Existing skills and knowledge must also be taken into account.

Normally between 3 and 6 objectives will be set. Agreeing objectives does not mean itemising every activity but picking out key expectations and yardsticks. The range of objectives should match the nature of the job, including leadership or management areas as appropriate. Where someone has a wide range of managerial duties or special needs responsibilities, objectives might focus on specific areas of this work.

Objectives may be revised at any time during the performance management cycle if there is agreement between the Manager/Headteacher and individual. Where this takes place all reference to objectives in this policy shall be read as reference to the revised objectives.

The following principals will be followed when discussing objectives:-

- The Manager/Headteacher will ensure that the individual understands what their objectives involve, is in a position to achieve them, knows what they need to do to achieve them and understands when and how they will be reviewed.
- Objectives are clear, concise and measurable.
- Objectives focus on matters over which the individual has direct influence or control and take fully into account the wider socio-economic, cultural and other external influence on pupils.
- Objectives where appropriate should relate to the objectives in the school development plan.
- The individuals own development needs.

The Manager/Headteacher should record the objectives which will apply for the review period. These should be jointly agreed if possible. If there are any differences of opinion about the objectives the individual may add comments to the written record of objectives. Where objectives are revised the written record shall be amended to show the revision and all reference to objectives shall be read as references to the revised objectives.

Development opportunities are needed to support agreed objectives to develop strengths and address areas for development or professional growth. The development page of the individual plan will be used to record action.



Stage 2 Monitoring Progress

The individual and their Manager/Headteacher will keep progress under active review throughout the year using observation and/or other relevant information. They will discuss any supportive action needed and keep development plans up to date. Provision has been made to enable a person, other than the Manager/Headteacher to undertake observation where appropriate.

The Manager/Headteacher should consult the individual before seeking to obtain information, written or oral, relevant to the individual's performance from any person other than themselves.

Stage 3 Reviewing Performance

The annual review of performance will use the recorded objectives as a focus to discuss his/her achievements and identify any development needs. It will be combined with agreeing objectives for the following performance management cycle.

The focus of the review is on how to improve their working practises and raise effectiveness. It will involve:

- Reviewing, discussing and confirming the individual's essential tasks and objectives;
- Recognising strengths and achievements and taking account of factors outside the individual's control;
- Confirming actions agreed at other reviews;
- Identifying areas for development and how these will be met;
- Recognising development needs; and
- Agreeing clear objectives and completing an individual plan for the year ahead.

The Manager/Headteacher should evaluate the individual's overall performance, including an assessment of the extent to which objectives have been met. It should take into account how long the individual has been carrying out their role.

Within 10 days of the review meeting the Manager/Headteacher will prepare a written review statement recording the main points made at the review and the conclusions reached, including any identified development needs and activities, recorded appropriately and attached to the review statement. Once written the Manager/Headteacher will give the individual a copy of the statement. They may within 10 days of receiving the statement add comments to it in writing.

By completing the notes quickly this will ensure that the facts of the review are still fresh in the Manager/Headteacher's memory.

6. Managing Weak Performance

Good management with clear expectations and appropriate support can help the Manager/Headteacher identify and handle weakness in performance.



The review meeting and review statement do not form any part of any formal disciplinary or capability procedures. However relevant information from review statements may be taken into account by those who have access to them in making decisions and in advising those responsible for taking decisions or making recommendation about performance, pay, promotion, dismissal or disciplinary matters.

7. Confidentiality

The individual plan and review statement are personal and confidential documents and should be kept in a secure place. The principles and provisions of the Data Protection Act 1998 should be followed at all times by those who have access to the documents.

Copies of these documents will be placed on the individual's personal file.

8. Review

Individuals can record their dissatisfaction with aspects of the review on the review statement. Where these cannot be resolved with the Manager/Headteacher they can raise their concerns with the Headteacher or Chair of Governors if the review was carried out by the Headteacher.

The complaint will be investigated fully and will take account of the jobholder's comments. The Review Officer should conduct a review within 10 working days of referral. He/She may decide that the review statement should remain unchanged or may add their own observations. The Review Officer may decide with the agreement of the person responsible for carrying out the initial review to amend the review statement; or declare the review statement is void and order a new review or part of the review to be repeated. Any new review or part review ordered should be conducted within a further 15 working days.

9. Evaluation of the Policy

The Headteacher will provide an annual report to Governors on how effective the performance management procedures have been in supporting the school development plan.

This process will be evaluated and updated from time to time by the Headteacher and Governors to meet the needs of the school.

Approved Wednesday 8 December 2004. Review December 2007.