

# *Brynhafren CP School*

## *Performance Management Policy*

*Adopted: 5<sup>th</sup> October 2022*  
*Reviewed : October 2023*

*Signed.....Chair of Governors*  
*Signed.....Headteacher*

## Contents

1. About this policy
2. Principles underpinning performance management
3. Professional standards
4. Timing of the performance management cycle
5. Appointment of appraisers
6. The performance management plan
7. The review meeting
8. The Appraisal Review Statement
9. Appeals
10. Use of appraisal statements
11. Managing under performance

## **Annexes**

- A. Template - PRD Record
- B. Template – setting of objectives
- C. Template – appraisal review statement

## 1. About this policy

This policy sets out the performance management arrangements for the head teacher and teachers of Brynhafren CP School. It has been agreed by the Governing Body, Head Teacher 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 was first adopted in October 2022.

The head teacher will provide the Governing Body 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.

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](http://www.legislation.gov.uk/wsi/2011/2940/contents/made)

Guidance:

[www.wales.gov.uk/topics/educationandskills/publications/guidance/performance-man-for-teachers?lang=en](http://www.wales.gov.uk/topics/educationandskills/publications/guidance/performance-man-for-teachers?lang=en)

This policy does not apply to:

- newly qualified teachers undergoing their statutory period of induction who are exempted from performance management arrangements; or
- 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 and head teachers are required to meet the Professional Standards for teaching and leadership throughout their career.

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:

<https://hwb.gov.wales/professional-development/national-approach-to-professional-learning/professional-teaching-and-leadership-standards-national-approach-to-professional-learning/>

### **4. Timing of the performance management cycle**

The school's annual performance management cycle will start at the beginning of the autumn term and be completed by the start of the following autumn term.

However where a teacher's employment has not started at the beginning of the academic year, this cycle is subject to variation.

### **5. Appointment of appraisers**

The head teacher will be the appraiser for every teacher in the school.

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

- at least two governors appointed by the governing body
- one or two representatives appointed by the local authority

### **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 teacher 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:

- an objective 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. This would normally be sufficient unless the appraiser and appraisee agree on additional observations.
- 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.

In Brynhafren School we practise paired performance management where two teachers meet together with the head three times a year and in addition carry out termly timetabled review meetings as a pair to support and collaborate on their targets.

In the case of the head teacher's performance plan only, the chair of the governing body will provide, on request, a copy of the head teacher'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.

Where a teacher has met their target at a midpoint during the cycle, a new target is set and put in place.

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 statement**

Within 10 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 10 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.

## **9. Appeals**

The appraisee may appeal against the appraisal statement within 10 school days of receiving the appraisal statement. An appeals officer or, in the case of the head teacher, 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:

- Appraisee lodges appeal with the Governing Body
- Appeals officer/panel appointed
- Appeals officer/panel provided with copy of appraisal statement within 5 school days of receiving notice of appeal
- Appeal review will be carried out within 10 school days of receiving appraisal statement
- The appeals officer/panel must take into account any representations made by the appraisee
- 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; or
  - order that a new appraisal be carried out
- The appeals officer/panel can not determine:
  - that new objectives can be set: or
  - that existing objectives be revised

## **10. Use of appraisal statements**

### **10.1 Teachers**

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

- the appraiser;
- an appeals officer; or
- any governors responsible for making decisions or giving advice on matters in relation to pay

Where the appraisee 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 teacher 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 teacher in a safe and secure place until at least 3 years after the next appraisal statement has been finalised.

### **10.2 Head teacher**

In the case of the head teacher's performance management the appraisers will give copies of the appraisal statement to the head teacher, the chair of the governing body and the chief education officer. Appraisers will also, on request, provide a copy to any governors responsible for making decisions or giving advice on matters in relation to pay.

The chair of the governing body 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 teachers; or
- any appeals officer

The chair of the governing body 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 governing body in a safe and secure place until at least 3 years after the next appraisal statement has been finalised. The head teacher will also keep a copy of the appraisal statement for the same period of time.

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

## **11. Managing under performance**

Effective line management arrangements, including the effective use of the procedures outlined in this policy, will help prevent under-performance 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 pay, promotion, dismissal, or disciplinary matters which may be triggered by other procedures.



## Appendix A

**Appraisee:**

Job Title:

Period covered by objectives :

<b>Objective</b>	Professional Standards:
Professional development and/or support required to meet objectives	
Monitoring procedures to be used	
Relevant data and/or information to be used	

Co- appraisee  
Date of planning meeting:  
Review date 1:  
Review date 3:

Appraiser: ..... Date:  
Appraisee: .....

Review 1 :

Objective

Review 2:

Objective

Review 3:

Objective 1

## 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: .....

**Annex to Appraisal Review Statement**

**Training and development needs**

Appraisee: .....

Job Title: .....

<b>Needs</b>	<b>How needs may be met</b>	<b>Timescale</b>
[Enter description of need here]		
[Enter description of need here]		
[Enter description of need here]		
[Enter description of need here]		

Appraiser: .....

Date: .....

Appraisee: .....

Date: .....

**ANNEX D – LESSON OBSERVATION FEEDBACK TEMPLATE**

Date of feedback: \_\_\_\_\_

Date of observation: \_\_\_\_\_

Class observed: \_\_\_\_\_

Purpose of observation: \_\_\_\_\_

Strengths:

Areas for development:

Teacher's comments:

Observer (signature): \_\_\_\_\_

Appraisee (signature): \_\_\_\_\_