



## **COURTLAND SCHOOL**

### **PERFORMANCE APPRAISAL POLICY**

#### **APPLICATION OF THE POLICY**

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

#### **PURPOSE**

This policy sets out the framework for a clear and consistent assessment of the overall performance of teachers and the Head Teacher and for supporting their development needs within the context of the School 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 school's pay policy, which provides details of the arrangements relating to teacher's pay in accordance with the School Teachers' Pay and Conditions Document.

#### **LINKS TO SCHOOL IMPROVEMENT, SCHOOL SELF EVALUATION AND SCHOOL DEVELOPMENT**

##### **PLANNING**

To comply with the requirement to show how the arrangements for performance appraisal link with those for school improvement, school self-evaluation and school development planning and to minimise workload and bureaucracy the performance appraisal process will be the main source of information as appropriate for school self-evaluation and the wider school improvement process.

Similarly, the School Improvement Plan and the school's Self Evaluation Form (SEF) are key documents for the performance appraisal 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.

##### **CONSISTENCY OF TREATMENT AND FAIRNESS**

The Governing Body is committed to ensuring consistency of treatment and fairness in the operation of performance appraisal. To ensure this the following provisions are made in relation to moderation, quality assurance and objective setting.

## **QUALITY ASSURANCE**

The Head Teacher has determined that they will delegate the reviewer role for all teachers for whom they are not the Team Leader. In these circumstances the Head Teacher will moderate all the planning statements to check that the plans recorded in the statements of teachers at the school:

- Are consistent between those who have similar experience and similar levels of responsibility
- Comply with the school's performance appraisal policy, the regulations and the requirements of equality legislation

The Governing Body will:

Nominate 2 governors who will not be involved in the Head Teacher's performance appraisal or any appeal regarding the Head Teacher's performance appraisal to ensure that the Head Teacher's planning statement is consistent with the school's improvement priorities and complies with the school's performance appraisal policy and the Regulations.

The Governing Body will review the quality assurance processes when the performance policy is reviewed.

## **OBJECTIVE SETTING**

The objectives set will be purposeful, challenging, 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/her professional duties and the time required to pursue his/her personal interests outside work, consistent with the school's strategy for ensuring staff have a satisfactory work/life balance. 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 school.

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 school:

- All teachers, including the Head Teacher, will have no more than 3 objectives
- All teachers, including the Head Teacher, may have a whole school objective if appropriate

Though performance appraisal is an assessment of overall performance of teachers and the Head Teacher, 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 to meet the Teaching Standards.

If the reviewee is unhappy about what has been discussed in the PA meeting they should express this to the reviewer / Headteacher or other senior teacher **within a week** of the PA observation. If a further meeting is then required all parties involved should be informed and a third party should be at the meeting to mediate.

### **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. Good progress towards the achievement of a challenging objective, even if the performance criteria have not been met in full, will be assessed fairly.

For teachers applying to cross the threshold to the upper pay scale and who are being considered for movement on the upper pay scale, a good review statement will be taken as evidence of sustained and substantial achievement and contribution, notwithstanding any absence of a positive pay recommendation.

The performance appraisal 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.

### **APPEALS**

One week after the review meeting in the performance appraisal process teachers and Head Teachers 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. Teachers will be notified within two working days of any appeal outcomes.

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

### **CONFIDENTIALITY**

The whole performance appraisal process and the statements generated under it, in particular, will be treated with strict confidentiality at all times.

### **TRAINING AND SUPPORT**

The school'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 governing body will ensure in the budget planning that, as far as possible, appropriate resources are made available in the school 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 Head Teacher's report to the governing body annually about the operation of the performance appraisal in the school.

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

Where training needs are identified in the Performance Appraisal Statement it is the joint responsibility of the Team Leader and the Reviewee to ensure that suitable training is accessed and attended.

## **APPOINTMENT OF REVIEWERS FOR THE HEAD TEACHER**

### **Appointment of Governors**

At Courtland the Governing Body is the reviewer for the Head Teacher and to discharge this responsibility on its behalf may appoint 2 or 3 governors.

Where the Head Teacher is of the opinion that any of the governors appointed by the governing body under this regulation is unsuitable for professional reasons, he/she may submit a written request to the governing body for that governor to be replaced, stating those reasons.

### **Appointment of School Improvement Partner or External Adviser**

The Governing Body need to appoint an external person to advice and support in relation to the appraisal and review of the performance of the Head Teacher.

## **APPOINTMENT OF REVIEWERS FOR TEACHERS**

In the case where the Head Teacher is not the teacher's line manager, the Head Teacher may delegate the duties imposed upon the reviewer, in their entirety, to the teacher's Team Leader. In this school the Head Teacher has decided that they will be the reviewer for those teachers they directly line manage and will delegate the role of reviewer, in its entirety, to the relevant line managers for all other teachers.

Where a teacher is about to start a year where they would be eligible to move from Upper Pay Spine 1 to 2 or from Upper Pay Spine 2 to 3 at the end of that year, the Performance Appraisal Responsibilities will be overseen by either the Head Teacher or the Deputy Head for that year.

Where a teacher is of the opinion that the person to whom the Head Teacher has delegated the reviewer's duties is unsuitable for professional reasons, she may submit a written request to the Head Teacher 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 Head Teacher may perform the duties 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 appraisal cycle will not begin again in the event of the reviewer being changed.

All Team Leaders to whom the Head Teacher has delegated the role of reviewer will receive appropriate preparation for that role.

### **THE PERFORMANCE APPRAISAL 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 Head Teachers by 31 December. The performance appraisal cycle in this school, therefore, will run from September to the July of the following year for teachers, and from September to the following September for the Head Teacher.

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 possible time will be allocated for the planning and review meetings to take place in school time and cover will be provided where necessary. Should this not be possible for budget restrictions teachers will be informed as soon as possible and an alternative will be sort.

Where a teacher starts their employment at the school part-way through a cycle, the Head Teacher or, in the case where the teacher is the Head Teacher, the governing body shall determine the length of the first cycle for that teacher, with a view to bringing his/her cycle into line with the cycle for other teachers at the school as soon as possible.

Where a teacher transfers to a new post within the school part-way through a cycle, the Head Teacher or, in the case where the teacher is the Head Teacher, the governing body shall determine whether the cycle shall begin again and whether to change the reviewer.

## **RETENTION OF STATEMENTS**

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

## **MONITORING AND EVALUATION**

The governing body will monitor the operation and outcomes of performance appraisal arrangements.

The Head Teacher will provide the governing body with a written report on the operation of the school's performance appraisal 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 appraisal policy;
- The effectiveness of the school's performance appraisal procedures;
- Teachers' training and development needs.

The Governing Body is committed to ensuring that the performance appraisal process is fair and non-discriminatory and the following monitoring data should be included in the Head Teacher's report because they represent the possible grounds for unlawful discrimination:

- Race
- Sex
- Sexual orientation
- Disability
- Religion and belief
- Age
- Part-time contracts
- Trade union membership.

The Head Teacher 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 Governing Body will receive information in the Headteacher's report once a year on the procedures, ensuring everyone has had their entitlement.

The Governing Body will take account of the Head Teacher's report in its review of the performance appraisal 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 Governing Body 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 appraisal arrangements, all new teachers who join the school will be briefed on them as part of their induction to the school.

### **ACCESS TO DOCUMENTATION**

Copies of the School Improvement Plan, SEF and Staffing Structure can be obtained from the Head Teacher or on the policies section of the MLE

### **CLASSROOM OBSERVATION PROTOCOL**

All classroom observation will be undertaken in accordance with the performance appraisal regulations, the associated guidance published by the Rewards and Incentives Group and the classroom observation protocol that is included in this policy as APPENDIX 1.

### **PERFORMANCE APPRAISAL - NATIONAL STANDARDS AUDIT**

All staff will be given a copy of the 'Performance Appraisal - National Standards Audit' booklet to keep as an ongoing record of evidence of their performance. This will be used for reference and discussion during Performance Appraisal Interviews. The booklet is included as APPENDIX 2.

### **NATIONAL STANDARDS AUDIT - INITIAL ASSESSMENT**

This document addresses the five Professional Areas and their descriptors for teachers and will also be referred to during Performance Appraisal Interviews. This is included as APPENDIX 3.

#### **Performance Appraisal Policy**

<b>Policy set up:</b>	September 2007	(L Walker, Staff & Governors)
<b>Reviewed:</b>	September 2008	(L Walker, Staff & Governors)
<b>Reviewed;</b>	September 2010	(L Walker, Staff & Governors)
<b>Reviewed:</b>	September 2012	(L Walker, S Swinburne, Staff & Governors)
<b>Reviewed;</b>	September 2013	(L Walker, Staff & Governors)
<b>Reviewed:</b>	October 2015	(L Walker, Staff & Governors)
<b>Reviewed:</b>	November 2017	(L Walker, Staff & Governors)
<b>Reviewed:</b>	January 2019	(L Walker, D Tunkel, Staff & Governors)

**Date of next review:** September 2021

## **APPENDIX 1 - CLASSROOM OBSERVATION PROTOCOL**

The Governing Body 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; and
- 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. In this school 'proportionate to need' will be determined by the Team Leader.

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 and, if known, the duration of the observation (normally 1 complete lesson), when during the performance appraisal cycle the observation will take place and who will conduct the observation.

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. There will be a reasonable amount of time between classroom observations, irrespective of the purpose of those observations.

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. The process of gathering evidence for performance review should not compromise normal professional relationships between teachers.

In keeping with the commitment to be supportive in classroom observation, those being observed will be notified five days in advance (unless the teacher is in agreement to have an observation sooner).

Classroom observations will only be undertaken by persons with QTS. In addition, in this school 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 ideally no later than the end of the following working day. It will be given, at a mutually agreed time, in a suitable, private environment.

Written feedback will be provided within five working days of the observation taking place. Teachers will have access to all written accounts of the observations after their lessons. 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 reviewee will have another 48 hours to discuss issues given in written feedback with the reviewer. Appropriate action can then be 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.

A Head Teacher has a duty to evaluate the standards of teaching and learning and to ensure that proper standards of professional performance are established and maintained. Senior Leadership Team members have a right to drop in to inform their monitoring of the quality of learning. If agreed at the initial meeting. This will be monitored by the Headteacher.

Monitoring of Teaching and Learning will only inform the performance appraisal process where evidence arises which merits the revision of the performance appraisal planning statement, in accordance with the provisions of the regulations.