

# Performance Management

## **Review Scheme - for Support Staff in Schools**

**A model for Schools**



**February 2008 - Updated**

- Re-ordered beginning sections in line with other policies/procedures
- Details about pay processes removed and replaced by reference to Pay Policy
- Pay Progression – expanded to cover all staff and clarified assessment of performance to determine pay progression and forewarning of failure to meet required standards
- References to School Improvement not Development Plan
- Clarification that the manager will set objectives in default of agreement
- Simplification of forms

This Essex County Council Model Procedure was originally created in February 2002 and this issue was released in :	<b>March 2008</b>
School Staff were consulted on this document and it was accepted by the Personnel committee on :	.....
It was ratified by the Governing Body on :	.....

Performance Management Review – For support Staff  
A Model for Schools

Published by:  
Essex County Council, HR Service  
County Hall, Chelmsford  
Essex, CM2 6WN  
England

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**NOTES OF GUIDANCE**

1. Introduction .....3

2. Policy Statement.....3

3. Scope .....3

4. Roles & responsibilities.....3

4.1 The Governing Body .....3

4.2 The Headteacher .....4

4.3 Other Managers.....4

4.4 Employees .....4

5. Equalities .....4

6. Confidentiality .....4

7. Performance progression.....5

7.1 LGS staff on Band 1-4 .....5

7.2 LGS staff on Grade 5 and above .....5

7.3 Staff on other conditions .....5

**THE PERFORMANCE MANAGEMENT REVIEW PROCESS**

1. Introduction .....6

2. Preparation .....6

3. The PMR review .....6

Example of Performance Management Review Scheme form.....11

# **NOTES OF GUIDANCE**

## **1. Introduction**

This documents sets out the approach the school will take regarding performance management of support staff in the school.

## **2. Policy Statement**

The school is committed to providing a quality service to its pupils, parents and wider school community and staff have an important part to play in achieving this.

To be effective all staff need to be clear about what is expected of them to meet the school's aims and objectives and, alongside this, staff need to have access to appropriate learning and development to enable them to perform their job. The Performance Management Review Scheme (PMR) is designed to support the contribution each person makes by providing opportunities to regularly review performance and to plan their own learning and development. In this way the scheme aims to help the school provide more effective services, improve its own performance and enable staff to develop to their full potential. The scheme also provides for an objective measurement of performance, against which pay progression can be determined where appropriate.

The PMR scheme supports the Investor in People standard by agreeing outcomes/targets at the planning stage which will enable the postholder and reviewer to be clear about what is expected to be achieved. The scheme also satisfies the recommendations of the National Joint Council for Local Government Service staff that training and development provision should be "planned, delivered and monitored" and "should be at the forefront of [employers'] service delivery plans".

## **3. Scope**

This Performance Management Procedure Scheme is applicable to all levels of support staff, following completion of their probationary period if relevant.

The Scheme is relevant to all staff irrespective of its connection with any pay decisions.

Teaching staff are subject to a separate, statutory Performance Management Procedure.

## **4. Roles & responsibilities**

### **4.1 The Governing Body**

The role of the Governing Body is to determine the PMR process and to ensure that the PMR scheme and resultant performance progression decisions are operated effectively, appropriately and equitably for all relevant staff. The Governing Body will also determine who should act as reviewing managers for staff.

Responsibilities for determining pay progression are set out in the School's Pay Policy.

## **4.2 The Headteacher**

The headteacher will be responsible for ensuring that the whole PMR process is completed and for ensuring other managers and staff have access to the relevant information and documentation necessary to undertake the process. The headteacher will also ensure consistent standards of objective setting and evidence based assessment in relation to pay progression. The headteacher may conduct the PMR reviews with staff.

## **4.3 Other Managers**

Where so determined by the Governing Body, relevant line managers, other than the headteacher, shall act as reviewing managers within the PMR process.

All managers will be responsible for supporting staff in their achievement of objectives and in securing access, where possible, to relevant learning and development opportunities.

## **4.4 Employees**

All employees will demonstrate a commitment to continuous development and will work with their managers and others to set and achieve objectives and provide appropriate evidence under the PMR Scheme.

## **5. Equalities**

The scheme will be operated in a fair and equitable manner. It is recognised that through the scheme, decisions will be made which will impact not only on an individual's pay but on an individual's access to learning and development and consequently his/her opportunities for career/job progression.

Part-time staff and those on fixed-term contracts will have equal access to relevant learning and development opportunities and reviews of objectives and performance will be based on evidence, rather than any pre-conceptions about race, gender etc. Staff will not be disadvantaged due to sickness, maternity or other similar absences.

## **6. Confidentiality**

PMR forms will not be kept on individuals' personal files. They contain sensitive information and will be stored securely. The line manager will retain the original of the form and a copy of the form should be kept by the individual.

Where an employee appeals against a decision not to award an increment, copies of Section C. of the PMR form will to be given to the Pay Appeals Committee for the purposes of determining the appeal.

Learning and development needs identified by the scheme may be shared with the headteacher, governing body and training co-ordinators, in order to assist planning and to provide for appropriate learning opportunities.

## **7. Performance progression**

### **7.1 LGS staff on Band 1-4**

As part of the Essex Single Status Agreement, progression beyond the second point of a Band for staff on Local Government Service (LGS) Conditions Bands 1-4 is subject to an objective assessment of performance.

### **7.2 LGS staff on Grade 5 and above**

Progression on these scales to the maximum of the stated range or to pass a review point will be subject to an objective assessment of performance.

Assessments of performance for pay purposes need to be undertaken in a consistent and objective manner and the PMR scheme provides the vehicle and the documentation by which this may be achieved.

If the evidence demonstrates that all objectives have been met, an increment will normally be recommended. Where objectives have not been met but significant progress against them has been made and/or there are extenuating circumstances, favourable consideration will be given to awarding an increment.

Employees will normally be given prior notification by their manager if it appears likely that their performance is insufficient to merit an increment in any given year.

### **7.3 Staff on other conditions**

Your salary is a fixed sum and not determined by reference to a measure of performance. You are however, still required to participate in PMR Scheme.

# **THE PERFORMANCE MANAGEMENT REVIEW PROCESS**

## **1. Introduction**

PMR is a process whereby staff have an annual, planned meeting with their line manager in order to:

- communicate the school's strategic plans and objectives;
- give clarity to individual roles within those plans;
- set standards of performance;
- evaluate individual past performance and development;
- evaluate learning and development received;
- set service-related and personal objectives;
- plan individual learning and development;
- provide a mechanism for the assessment of pay progression (where appropriate).

Full PMR meetings will be held on an annual basis with review meetings carried out during the year as appropriate. Review meetings are important to ensure that plans are kept up to date in times of rapid change but may be informal. The review cycle will run from April to March.

## **2. Preparation**

When preparing for the review meeting the following papers will be needed:

- Job description and person specification/job profile
- Last year's completed PMR forms and any updates from review meetings
- A blank copy of the PMR forms
- Details of learning and development achieved over the last year
- Relevant school improvement and other action plans and a copy of the School's Mission Statement where relevant

These documents will be useful for both the post-holder and the reviewer and will provide the basis for the agenda of the review meeting. It is important that adequate time is allowed to prepare for the review meeting and 10 days is recommended. A time and place should be agreed in advance and adequate, uninterrupted time should be allowed for the meeting.

## **3. The PMR review**

*The following should be read in conjunction with PMR forms A-D which should be completed at the review meeting.*

## 3.1 Form A

### **Statement of Job Purpose**

In order to review performance and identify areas for development, it is important to be clear about the purpose of an individual's role. The PMR process provides a good opportunity to update these documents if necessary. The statement of job purpose needs to be short, clear and to accurately reflect the main purpose of the role.

#### ***At the review meeting:***

- Discuss the job description and person specification and agree any changes.
- Agree the statement of job purpose and write this on the form.
- Discuss general school plans and objectives (with reference to the school's Mission Statement, School Improvement Plan and other plans e.g. OFSTED action plan) and be clear about how these impact upon the individual's role.

## 3.2 Form B

### **3.2.1 Review of Last Year's Objectives**

In order to support achievement and development, it is important to reflect upon things that have gone well over the last year, as well as any areas of difficulty. Where appropriate, refer to last year's objectives and any other papers that have been used to update these during the year.

#### ***At the review meeting:***

- Consider how things have gone in the last year
- Identify main achievements
- Identify performance against previously set objectives
- Review contribution to the school
- Identify areas that could have been more effective

### **3.2.2 Review of Last Year's Learning and Development**

Using the training log, consider training and development received, particularly focussing on the impact this has had on performance and on meeting the objectives of the school.

#### ***At the review meeting:***

- Review learning and development received – refer to the learning and development log (see below)
- Consider how the learning and development has helped in the job
- Consider how the learning and development has benefited the school
- Identify improvements in performance as a result of learning and development opportunities

## Learning and Development Log

In order to be effective in a role and for performance to progress, staff will need to learn and develop new skills, knowledge and competencies and to gain experience. It is therefore helpful to keep a log of learning and development opportunities and experiences.

Training is an obvious way in which to gain new skills and knowledge but training is not just about attendance on courses. The most effective learning and development often takes place in the workplace for example through:

- practice and experience
- coaching and work shadowing
- project work and reading
- job rotation
- observation

Identification and review of learning and development play an important part in the PMR process and it can be useful to keep a log of learning and development experiences as they occur. Forms for this purpose are included in the scheme.

### **3.3 Form C**

#### **3.3.1 Objectives**

Now, building on the review of last year's objectives and development plan, prepare an outline of objectives for the next 12 months. There should be approximately 3 (Bands 1&2) or 4/5 (Bands 3&4) objectives, adjusted appropriately for part-time staff. Objectives:

- should, where possible, be linked with the school's objectives, taken from the school improvement plan and other relevant plans
- relate to the job description
- may be competency objectives relating to the person specification/profile
- may be drawn up on a team basis where appropriate
- can be both immediate and longer term
- need to reflect the purpose of the job

Objectives should meet the (C) SMART criteria:

<b>Challenging</b>	do they stretch the individual and take the school forward
<b>Specific</b>	are they precise and clear?
<b>Measurable</b>	are they attainable and realistic and include quality and quantity measures?
<b>Achievable</b>	will they be stretching but practical with a successful outcome?
<b>Results-orientated</b>	will you know when the objective has been achieved and how?
<b>Time-bound</b>	have realistic timescales and deadlines been built in?

### ***At the review meeting:***

- Agree objectives related to the job and the competencies required to fulfil the role
- Identify how these link to the school's plans and targets
- Identify the action needed by both post holder and their manager (or others) in order to enable the objectives to be met
- Identify the evidence which might demonstrate that an individual objective has been met (see below)
- Determine timescales for the achievement of the specific objective – these may be different for each

### **Evidence**

It is important at this stage to suggest the types of evidence that would show how the objectives will be demonstrated. These will be open for review during the year and other evidence may be shown as and when it arises, but an initial discussion will ensure that it is clear what sort of evidence will be suitable.

Evidence may include:

- Feedback from customers and observations by managers
- Completed pieces of work and examples of good practice
- Structured discussion with managers
- Statistical information
- Written reports, letters etc

The evidence identified should be that which is usually generated from daily work and should not involve significant extra written material. The employee should be responsible for providing evidence, although managers will inevitably have some evidence from their observation of and discussion with the employee.

*Both the employee and the reviewing manager will be required to sign the PMR form to indicate their agreement to its content. However, where agreement cannot be reached the manager will set the objectives.*

## **3.4 Form D**

### **Interim Reviews**

Interim reviews should be held in order to:

- review progress against objectives
- identify outstanding learning and development needs
- sign off completed objectives (where sufficient evidence has been provided)
- amend or replace objectives which are no longer valid (amended or replacement objectives should be entered onto the original PMR form in Section C)

Review meetings may be informal in nature and may not be necessary where regular one to one dialogue takes place between an employee and their manager.

### **3.5 The end of year review/assessment**

At the end of the review year, the employee and line manager should meet to review the previous year's objectives and learning and development (see Form B). Outcomes of objectives should be recorded on Form C. For Local Government Service staff, at the end of the review the line manager will also make a recommendation regarding incremental pay.

\_\_\_\_\_ School

## PERFORMANCE MANAGEMENT REVIEW SCHEME

**CONFIDENTIAL**

Name .....  
.....

Job Title .....  
.....

Line Manager .....  
.....

Date .....  
.....

Line Manager's signature \_\_\_\_\_ Date \_\_\_\_\_

Post Holder's signature \_\_\_\_\_ Date \_\_\_\_\_

**A****STATEMENT OF JOB PURPOSE**

Review your/the Post Holder's job profile and/or person specification/profile to agree a brief statement to define the purpose of the job. If the job profile/person specification is an accurate reflection of the job, then that wording may be used on the form. If it is found to be out of date, then this is a good opportunity to update that information. Make the statement short, clear and unambiguous. This will help in clarifying what is required of your/the Post Holder's role.

**A**

Statement of Job Purpose

**B****REVIEW OF LAST YEAR'S OBJECTIVES, TRAINING & DEVELOPMENT****B(i)** Review of last year's objectives

Use the objectives recorded on last year's documentation to review your/the Post Holder's progress and achievements. Also make use of any papers you have used during the year to update your/the Post Holder's objectives. You will need to record whether objectives have been met and relevant supporting evidence on last year's Form C.

- Consider how things have gone during the last year
- Identify main achievements
- Identify performance against previously set objectives
- Review contribution to the school
- Identify areas that could have been more effective

**B****REVIEW OF LAST YEAR'S OBJECTIVES, TRAINING & DEVELOPMENT****B(ii)**

Review of last year's learning and development  
(include benefits to individual, team and/or school)

Use the Learning and Development Log together with any updated papers to review your/the Post Holder's learning and development.

- Review learning and development received
- Consider how learning and development have helped in the job
- Consider how learning and development have benefited the school
- Identify improvements in performance as a result of learning and development opportunities

**C****OBJECTIVES**

These objectives should, wherever possible, be linked with the school improvement plans and any other relevant plans i.e. Ofsted action plan.

Name

Objectives and suggested  
evidence for period

To

Objectives (task and personal), including target date for achievement (note – should be (C)SMART) (1)	Link to school plans (2)	Action necessary by post holder and manager to support achievement of objectives (3)	Suggested evidence to demonstrate achievement of agreed objectives (4)	Achieved	
				YES	NO

Reviewee: \_\_\_\_\_

Reviewer: \_\_\_\_\_

Date of Meeting: \_\_\_\_\_

**A. Review of objectives since last meeting**

Objective	Evidence collected	Progress & outstanding action

Signed (*Line Manager*) \_\_\_\_\_

Signed (*Reviewee*) \_\_\_\_\_

\*If objective already achieved, record evidence and decision on appropriate original PMR.

<b>LEARNING AND DEVELOPMENT LOG</b>
-------------------------------------

Detail any training, learning and development undertaken, including courses and qualifications.

<b>Learning and Development</b>	<b>Provider Activity</b>	<b>Date</b>

**Individual Statement**

I confirm that the above evidence reflects my achievement of objectives over the past year

Signed: .....

Date: .....

Comments:

**Recommendation by Manager**

I have discussed the evidence produced and recommend/do not recommend\* an increment with effect from 1 April 200\_ *(\*delete as applicable)*

Signed: .....

Date: .....

Comments:

**Confirmation by Headteacher / Pay Appeals Committee**

I have examined the above and confirm/do not confirm\* the recommendation (please see comments below), and I have fed this back to the individual. *(\*delete as applicable)*

Signed: .....

Date: .....

Comments:

**For further information, additional copies of this document or to pass on your comments, please contact:**

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