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Longley Park Sixth Form College

**PROFESSIONAL REVIEW AND PERFORMANCE
MANAGEMENT POLICY**

Longley Park Sixth Form College

Performance Review & Performance Management Process

Statement of Values

Longley Park Sixth Form College is committed to developing all staff to meet their full potential so that everyone can contribute fully to meeting the needs of students. Managers have a responsibility to ensure that the staff they lead meet appropriate standards and that the College's responsibilities to employees are delivered. The College must also ensure that nationally agreed pay structures are fairly and consistently delivered. This scheme aims to bring together all these responsibilities into one process for all staff.

It will require significant resource to deliver and time will be allocated to Managers for this. It will be regularly reviewed.

This booklet should be kept in a secure location where it can be accessed by staff and the Line Manager. At the start of the next cycle, it is used to review the previous year and should then be passed to Personnel and be stored in personnel files.

Calendar

Term 1 – September Review

- *Personal Review and Performance Management Review for previous academic year.*
- *Targets for previous year reviewed and targets 1 - 4 met / not met agreement.*
- *Teaching staff can apply for movement in pay scales backdated to September.*

Term 1 – October Review

- *New academic year performance management review process starts*
- *Targets based on previous years results, national benchmarks, widening participation benchmarks and college generic indicators used*
- *Staff development and personal reviews established*

Term 2 - Review

- Interim Review by Manager
- Actions agreed for targets

Lesson Observations (Teaching Staff)

Three satisfactory observations will be required for successful completion of target 4. These can be spread over the whole year to reflect individual need as agreed with your Manager in the Review Meeting.

- One by your Director of Teaching & Learning or Deputy Director
- One by a member of SMT
- One peer observation conducted by you in an area agreed at the Review Meeting.

Allocation of Reviews

Most Reviews for teaching staff will be conducted by the Director and Deputy Directors within the Directorate where possible. The responsibility will be allocated before the Term 1 October review and may differ from previous cycles.

Directors will be reviewed by their manager from SMT.

Non-teaching staff will normally work with their Manager.

NQT's are exempt from this PMR process in their first year.

Personal Professional Review and Performance Management Process

1. Each member of staff should maintain a Professional Review File. This file is divided into sections showing documentation which should be kept by each member of staff, tailored to their particular role. The file should be updated and brought to the review meetings.
2. Each member of staff can prepare for the Review using the optional Review Preparation pro forma. This can be sent to the Manager in advance or brought to the meeting.
3. The Review Meeting should look at previous year's Reviews. This should include looking at targets and actions and agreeing where they were or were not met. Further development needs can be identified and recorded.
4. The Review should look at lesson or task observations. This should establish whether or not these were satisfactory. Particular strengths and/or development needs can be recorded.
5. The Review should look at the Staff Development Record for the previous year. Links between Staff Development and the previous year's Review should be highlighted and further priorities identified.
6. The Review should look at the individual's role in the College Development Plan and identify the particular role of the individual in taking this forward. Achievements and development needs should be noted.
7. The Review should look at the individual's personal needs and wellbeing as an employee. The commitments set out in the Staff Charter can be used as a framework and any of the College's Personnel Policies such as the Safety Policy or Equality and Diversity Policy can be referred to.
8. The Review can pick up points from the back of the Preparation Sheet, looking at what the member of staff enjoys and addressing any concerns or opportunities they have identified.
9. 'Development Needs' are identified at this stage rather than targets which are developed under the Performance Management section rather than as part of the Personal Professional Review. Actions from the College and/or the reviewing Manager can be recorded on the summary sheet.
10. Once this overall review has been completed, the process moves on to Performance Management. In this section, the member of staff's performance against Key Responsibilities in their job description is evaluated by reviewing targets from the previous year and setting new targets. Wherever possible, these are matched against the standards set under the Threshold schemes.

11. For teaching staff without management responsibilities there should always be four targets, one related to each of the three Threshold Standards and one requiring completion of the Review process.
12. For teachers with management responsibilities, the areas set out in '11' above will be supplemented by others related to their Key Responsibilities from Job Descriptions. The scope of these will increase with the level of management responsibility. They should relate to each of the four areas identified in the National Agreement (Managing People, Managing Resources, Team Achievement, Managing Change), which are relevant to their role.
13. Teachers not yet through the Threshold should have targets moving them towards achieving the elements set out in '11' above.
14. Non-teaching staff will have objectives linked to the Key Responsibilities identified for their particular role. These should be linked wherever possible to the Support Staff Threshold Standards.
15. Evidence linked to each target must be agreed and this becomes part of the Professional Review File for the next year. They should be objective and clear.
16. After targets have been set, the Review moves on to the Summary Development Plan. This should note the KEY development needs identified from both the Review and as a result of the Performance Management Targets. For each agreed development need the commitments of the individual staff member and the College are noted. This is not part of the target setting process and a copy will be sent to the Staff Development Manager.
17. For teachers to progress along the pay spines above the Threshold they will need to show consistent achievement of the targets including evidence that they have maintained Threshold Standards and built on these. They must achieve the four targets for two consecutive years in order to progress to the next point on the scale.
18. Teachers on the Management Ranges must achieve the targets in 17 for two consecutive years plus targets for management duties, also for two consecutive years. Managers on Range D will need to meet targets in all four management areas.
19. When a member of the teaching staff feels that they have the relevant history of achieving targets they should complete the pro forma applying for movement up the scale. The documentation from the Professional Review and Performance Management Process should be attached to this. It should be countersigned by their Manager in support of the application and passed to the Principal.
20. The Principal will consider the application and either confirm that the member of staff will progress up the scale at the appropriate time or write explaining why the application is rejected. An appeal against the Principal's decision should follow the process set out for appeals against the Principal's decisions in the Grievance Procedure.
21. At the conclusion of the Professional Review, a copy of the Professional Review Record, Performance Management Record and the Summary Development Plan should be sent to the Principals PA who will forward the Summary Development Plan to the Staff Development Team and the other documentation to staff files. The individual member of staff should retain the originals as part of the Professional Review File.

22. It is expected that the Review Meeting will last a maximum of one hour.
23. The Manager conducting the Review will arrange a short meeting to check that appropriate progress is being made towards targets in each of the following two review cycles. If targets are not being met, an appropriate Action Plan will be agreed.
24. All targets are passed to the Principal who has a final responsibility to ensure fairness and consistency across all Reviews. If the Principal feels inconsistency is developing, he or she will discuss this with individual Reviewers to re-establish fairness. The Principal has authority to request a second Review in extreme cases.

Appeals

1. In some situations, staff may not be able to agree on elements of this process with their Reviewer. Areas of disagreement may include:
 - i agreement on targets being met;
 - ii agreement on targets or appropriate evidence;
 - iii agreement on arrangements for peer observation;
 - iv agreement on the outcomes of observations;
 - v agreement on who is to conduct the Review.
2. For areas i to iii, the member of staff may request in writing that the outcomes proposed by the Manager conducting the Review are checked by a member of SMT. If this does not resolve the issue, the College will require the proposed targets be adopted and the member of staff may request a formal appeal. This will follow the procedure set out for appeals in the Staff Grievance Procedure.
3. For area iv, the member of staff may request one further lesson observation but if the second observation does not result in agreement, the same process set out in 2 will apply.
4. In area v, if the member of staff is not happy with the Manager conducting the Review, they should inform the Principal in writing giving reasons. The Principal may decide to re-allocate the process to another Manager in exceptional circumstances. This will be a member of CMT. There is no appeal to this decision.



PROFESSIONAL REVIEW FILE

Member of Staff: _____

Appointed: _____

Job Title: _____

Dates and Details of any Subsequent Changes

Date	Details
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

PROFESSIONAL REVIEW FILE

How to complete this file

Staff are now required to provide evidence of their professional practice to support Threshold applications and progress along pay-spines. Much of this evidence is routinely generated by College systems. This should be stored in each individual's Professional Review File so that it is available for Professional Reviews and any relevant applications. Please use each page as a cover sheet for the relevant documentation.

Each sheet in the file suggests evidence that can be collected over the year to cover each of the criteria required in current NJC schemes. A complete and up to date file should provide all the evidence needed for Threshold applications and progress up pay-spines. The Principal will verify files when staff move to other colleges in order to support staff changing institutions.

Your Professional review File should contain at least the documents within this process and any documentation needed to evidence success of your targets.

Although maintaining the file will require some work, it will reduce the overall burden of the scheme by supporting the collection of evidence generated by routine activity. Successful completion of this file is required to meet target 4.

SECTION 1

For all Staff

All staff should complete and sign this pro-forma at the start of each Term 1 October review. The policies are subject to review and you can refer to these and other policy documents available on the College intranet. Any negative responses must be addressed urgently through staff training accessed through your Manager. A briefing update will be held on these updated areas at least once each year.

I understand and deliver my responsibilities under legislation and College policies regarding:

	Yes	No
The College Code of Conduct		
Health and Safety		
Data Protection		
Child Protection		
Disability Discrimination		
College IT Policy		
Off Site Activity (not relevant to all non-teaching staff)		
Staff Absence Procedure		

Member of Staff: _____

Signature: _____

Date: _____

Number of days absence in last full College year.
(Available from Personnel)

SECTION 2

For all Teaching Staff (types of evidence can include)

1. Professional Review Documentation for each year
2. Area Development Plan for current year, highlighted to show individual input
3. Schemes of Work for each course being taught
4. Lesson Observation Records for each year
5. Lesson plans for each observation cross-referenced to Scheme of Work
6. Evidence of Effective Assessment – ie:
 - moderator/examiner/verifier/coursework reports
 - evidence of work as an external examiner
 - portfolio of marked work and mark book entries
7. Evidence of Effective Reports

Directors may prepare a note confirming that all reports expected have been handed in by the due date for each student review cycle, UCAS cycle, (or equivalent evidence for staff not teaching advanced level) and student monitoring of progress and attendance procedures.
8. Staff Development Record for each year
9. Evidence of pastoral work, key skills and/or enrichment activity – ie:
 - Key Skills assessments developed by you
 - details of trips/visits etc
 - tutorial materials or records you have generated
10. Evidence of involvement in Recruitment and Induction – ie:
 - an open evening programme signed by your Director confirming attendance
11. Evidence of involvement in Strategic Planning – ie:
 - pro-forma's provided at all college INSET covering Strategic Planning
12. Evidence of involvement in Quality Assurance and Self Assessment – ie:
 - minutes of meeting clearly showing responsibility for an aspect of this delegated to individuals, with documentation of outcomes
 - SQR involvement
13. Evidence covering student retention and achievement which meets the NJC Standards

SECTION 3

For Teachers in Management Ranges

Evidence in each of the following four areas is required with specific details for each year agreed at the Professional Review. The scope, number and level of evidence is related to the targets and to the level of the Management Range. Staff on Management Range D should have substantial targets in all four areas.

1. Managing People

Select as appropriate from:

- Recruitment and Induction of Staff
- Development of others
- Co-ordination of others
- Managing fairly and safely

For **200** the following evidence agreed:

2. Managing Resources

Select as appropriate from:

- Timetabling or staff / course management
- Accurate and effective budgeting or data monitoring
- Management of high quality learning environments and resources

For **200** the following evidence agreed:

3. Team Achievement

This should focus on areas requiring improvement or on the maintenance of outstanding performance. The evidence should be data related to specific courses or sets of courses selected as appropriate from:

- Student attendance data
- Student achievement and retention data related to the Threshold spreadsheet
- Value added data using the ALPs scheme
- Student 'Success Rates' using College data
- Equivalent data for courses not covered by some or all of these schemes

For **200** the following evidence agreed:

4. Management of Change

Select as appropriate from:

- Future planning and ADP involvement
- Achievement of milestones and college targets
- Evaluation and Needs Analysis

For **200** the following evidence agreed:



Longley Park Sixth Form College

MEMBER OF STAFF: _____

PROFESSIONAL REVIEW AND PERFORMANCE MANAGEMENT LESSON OBSERVATION AND INTERIM REVIEW

	Date	Conducted With	Satisfactory YES/NO
Director Lesson Observation			
SMT Lesson Observation			
Peer Observation			

Peer Observation

Details agreed at Term 1 October Review: (who is to be observed with theme of observation, i.e.: ILT Manager – using Interactive Whiteboard in a class).

Date:	Signed staff:	Manager signed:
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Term 2 - Review

Any areas where targets need to be changed or where progress suggests they may not be met.

Actions agreed to return to target.

Date:	Signed Staff:	Manager signed:
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Term 1 – September review (confirmation of targets met / not met)

Actions agreed:

Date:

Signed staff:

Manager sign:



Longley Park Sixth Form College

APPLICATION FOR PROGRESS ON SALARY SPINE

MEMBER OF STAFF: _____

CURRENT SALARY POINT: _____

I have met Performance Management Targets agreed with the College consistently for two years and wish to move one point up the pay spine as agreed in the NJC Salary Structure.

The achievement of targets is shown in the attached documentation and is confirmed by my manager.

Signed: _____

Date: _____

Manager: _____

Print Name: _____

Date: _____



REVIEW PREPARATION PRO FORMA

Completed by:

Reviewing Manager:

Date:

This pro forma can be completed before a Review meeting. It is designed to help staff reflect on and review their work so that the meeting is as productive as possible. It can be sent to the Reviewer in advance, or can be used as the 'agenda' for the meeting.

Key Question	Comments	Possible support from College
1. What do you consider your particular strengths in your current role?		
2. What staff development activity has been particularly useful over the last year?		
3. How have you contributed to the development of your particular area or to the College as a whole?		
4. What have you learnt from your Lesson and Peer Observations?		
5. Do you feel up-to-date on the key cross-college policies?		
6. To what extent do you feel that you have achieved the targets in last year's review?		

Key Question	Comments	Possible support from College
7. What have you particularly enjoyed doing and/or would like to develop further?		
8. Are there any new opportunities or developments you would like to get involved in?		
9. Is there anything you would like to record so that the College is aware of it as we plan for next year?		
10. What areas do you feel should be the focus of targets and development for you next year?		



REVIEW RECORD SHEET

Staff: **Reviewing Manager:** **Date:**

This sheet records a summary of the Review discussion and provides the opportunity to record development opportunities and how both the individual and the College will take them forward. It is completed by the Reviewing Manager and agreed with the member of staff.

Summary of discussions (it may be useful to refer to key questions from the Review Preparation Pro Forma)

Staff Name:

Review Date:

Development Opportunities	Staff Commitment Needed	College Commitment Needed

Once agreed, this side of the pro forma should be copied to the Human Resources Manager and relevant Director of Teaching & Learning for follow-up action

Area 3 (Standard 3) Effective Learning (Achievement and Retention)

Targets here should be set in terms of retention and achievement data required for the NJC scheme. Choice of groups should focus on improvement. Different groups can be used when you apply for pay awards. For example, you might set a target here to improve in an area where retention has been poor, but use groups where you have a long track record of success when you make your application to the Threshold. You should include the courses or groups where you have most teaching involvement where possible.

Area 4 (Standard 4) Professional Review and Target Setting

Common to all staff:

- Maintain an up to date Professional Review file including three observation records which show improvement or maintained high standards
- Complete constructively the Review process

4 Targets Met

Not Met

Signed:

New Targets/ Actions agreed:.....

Date:

Staff Member:

Signature

Manager:

Signature

Original kept by member of staff with copy to the Principal