



**Interaction &
Communication**

— Academy Trust —

Performance Management Policy for Support Staff

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1. Statement of intent

ICAT believes that all staff should be treated fairly and equally. This policy has been implemented to assess the overall performance of support staff in the context of their job description and ICAT's overall development plans. ICAT ensures that each member of staff's performance is reviewed, and targets are set annually.

This policy applies to all support staff within ICAT schools and the ICAT central team and is non-contractual.

This policy is designed to meet the following objectives:

- to support ICAT in achieving its strategic goals;
- assisting support staff in performing their roles to the best of their ability;
- maximising the performance of support staff and monitoring their contribution to the school's overall objectives;
- providing a framework for management to support their team;
- to enhance the quality of learning and teaching;
- to enhance the professional development of staff;
- to deliver a fully effective service to students and the community through well trained, motivated, committed and competent staff;
- highlighting any potential areas for improvement;
- to set out arrangements when staff are experiencing difficulties in meeting the standard expected of them;
- to address any concerns that are raised about a member of staff's performance.

Additionally, performance management should:

- recognise achievement and consolidate good practice;
- support career planning;
- provide a mechanism for prioritising workload;
- provide a means of identifying staff development needs and improve the planning and delivery of this;
- promote professional relationships and dialogue within school

2. Legal framework

a. This policy has due regard to all relevant legislation and statutory guidance including, but not limited to, the following:

- **Equality Act 2010**
- **Employment Act 2002**
- **The General Data Protection Regulations 2018**
- **Data Protection Act 2018**

b. This policy operates in conjunction with the following school policies:

- **Training and Continuous Professional Development (CPD) Policy**

- **Records Management Policy**
- **Data Protection Policy**

3. Roles and responsibilities

- a. The Principal or nominated manager will be responsible for:
 - Conducting the reviews of all members of support staff.
 - Ensuring support staff understand the performance management review process.
 - Ensuring the performance management process is conducted at the correct time and is completed within an adequate time period.
 - Discussing and agreeing the objectives and training needs with the staff member who is subject to review.
 - Supporting the staff member in their development.
 - Monitoring the staff member and providing feedback when necessary.
- b. All members of support staff are responsible for:
 - Understanding the performance management process.
 - Having a full understanding of the requirements of their job.
 - Discussing and agreeing their objectives with the Principal/nominated manager.
 - Receiving and reviewing feedback in a constructive manner.

4. Recording information

- a. After the review meeting, the member of staff and the Principal/nominated manager will prepare a Written Record of Agreed Objectives that were agreed upon.
- b. Once the record has been completed, it will be signed by both parties.
- c. A completed and signed form will be kept in the staff member's file – this will be kept in line with ICAT's Records Management Policy and Data Protection Policy.

5. Job descriptions

- a. After the review has taken place, the Principal/nominated manager will review and update the existing job descriptions where necessary.
- b. Any changes made to the job description will be agreed with the person who holds the position.

- c. Changes will be discussed and agreed upon towards the end of the performance review.
- d. A review of existing job descriptions will typically take place annually.

6. Confidentiality

- a. The rules outlined in the Data Protection Act 2018 and GDPR will be followed.
- b. All documents produced during the performance review process will be treated with the strictest confidentiality at all times, in line with the Trust's Confidentiality Policy.
- c. Only authorised personnel will have access to the files and the staff member who was subject to the review will be told who has access.

7. Objective Setting

- a. The objectives set will be rigorous, challenging, achievable, time-bound, fair and equitable in relation to roles with similar roles/responsibilities and experience, and will have regard to what can reasonably be expected of any.
- b. The reviewer and reviewee will seek to agree the objectives but where a joint determination cannot be made the reviewer will make the determination.

8. The Performance Management Cycle

- a. The performance of support staff will be reviewed on an annual basis.
- b. The typical cycle in the Trust, therefore, will run from September each year with mid-year reviews in March and June.
- c. Support staff who are employed on a fixed term contract or less than one year, will have their performance managed in accordance with the principles underpinning the provision of this policy. The length of the cycle will be determined by the duration of their contract.

9. Monitoring

- a. The CEO/Principal/nominated manager will regularly monitor the performance and progress of the support staff.
- b. Any agreed upon objectives will be referred to when measuring progress.

- c. Where appropriate, lesson/role observations will take place, and these should be agreed upon beforehand. Lesson observations will only take place where it is relevant to the objectives and the ICAT lesson observation protocol will be adhered to.

10. Summary statements

- a. The staff member being reviewed will have the opportunity to present a written response to the findings of any review.
- b. Any written statement will be required to include:
 - **Details of the staff member's objectives before and after the current review.**
 - **A performance assessment along with the last up-to-date job description.**
 - **A summary of the staff member's training development needs.**
 - **A recommendation on pay progression, where relevant.**

11. Support staff experiencing difficulties

- a. If a staff member is deemed to be experiencing difficulties in any area of their professional life a meeting will be schedule to discuss concerns.
- b. The nominated manager will meet with the concerned individual and agree upon a support plan, which:
 - Gives clear feedback about the areas of concern.
 - Gives the staff member the opportunity to make comments and discuss any concerns to establish the likely causes of poor performance.
 - Identifies any training needs.
 - Clarifies the required standards
 - If appropriate, revises objectives.
- c. Support staff will remain on performance review, typically for a month, at which point their performance will be reviewed.
- d. If the staff member has made sufficient progress, they will be taken off of performance review.
- e. If the staff member has not made sufficient progress, they will be subject to a capability transition meeting, in which it will be decided whether further support measures will be implemented, or if the individual should be entered into the capability procedure. The ICAT Capability policy should be referred to at this stage.

12. Training

- a. ICAT's CPD programme will be informed by the needs identified in the performance review.
- b. ICAT will ensure that the budget planning process, as far as possible, allocates appropriate resources to any training and support needs agreed for support staff.
- c. Any training that is undertaken will be recorded and will form a part of the Principal's annual report.

13. Performance-related pay

- a. ICAT's Pay Policy establishes how pay decisions will be made in relation to performance-related pay. Support staff appointed on a scale will typically increment annually until the maximum of the scale is reached. Staff who experience difficulties and transition to the ICAT Capability policy will experience a pay freeze until a transition is made back to the performance management policy.
- b. Objectives will be measurable and attainable and will not be so challenging that a work-life balance cannot be achieved.
- c. Staff can raise formal appeals against the school in accordance with ICAT's pay policy.

14. Monitoring and review

- a. The ICAT Board of Directors will conduct a review of this policy annually.
- b. The next scheduled review date for this policy is March 2022.

Appendix 1
Written Record of Agreed Objectives

Name:	
Job role:	
Name of reviewer:	
Job role of reviewer:	
Date:	
Details of progress towards previous objectives	
Comments	
<p>[For example, any training needs.]</p>	
Pay recommendations	
New objectives	
Signature of member of staff and date:	
Signature of reviewer and date:	