## PERSONNEL POLICY

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<th>TITLE: Performance Management Policy</th>
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Chief Executive

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#### INTRODUCTION

1. Performance Management is a process to support the development of all staff and to raise standards.
2. The policy covers all members of staff.

#### THE ANNUAL PERFORMANCE MANAGEMENT CYCLE

3. Performance Management at SETA is set in the context of SETA’s plans for development, against and any recent OFSTED Reports recommendations for the centre. The process will establish that staff are meeting all reasonable expectations in respect of the discharge of their responsibilities. It will involve a three-stage annual review process. The end of the year review and Stage 1 may happen at any time.

#### STAGE 1 – PLANNING

4. Each staff member will discuss and agree objectives with their manager/departmental head who will record these on the planning record. Staff objectives will cover learner progress as well as ways of developing and improving the member of staff’s professional practice. The number of objectives set and their type should be challenging and aspirational. The CE and Directors objectives will cover SETA’s leadership and management as well as learner progress.

5. The aim of performance management is to ensure a high standard of classroom and work-based teaching. To enable this to occur we will follow the following principles in discussing objectives:
   - the department manager/head should ensure that the member of staff understands what his or her objectives involve, is in a position to achieve them, knows what they need to do to achieve them and understands when and how they will be reviewed;
   - objectives are written clearly and concisely and are measurable;
   - objectives focus on issues / matters over which the member of staff has direct control/influence and take into account fully the wider socio-economic, cultural and special needs learners; and
   - objectives for each person should relate to the objectives in training centre
development plan and any departmental or team plans as well as his/her own professional needs.

6. The manager will record the objectives which apply for the review period. These will be jointly agreed if possible. If there are any differences of opinion about the objectives, the teacher may add comments to the written record of objectives.

7. There will be no more than 3-hours of observations for performance management. However other observations may be included as appropriate.

8. Directed time will be used for the review meetings.

STAGE 2 ~ MONITORING PROCESS

9. The manager will undertake observations sufficient to make an informed judgment. It is reasonable to expect to set a maximum of three hours for lesson observations for all aspects of appraisal (and Performance Management) throughout the year. However, in exceptional circumstances, where an OFSTED report declares that SETA either to be in need of special measures of suffering from serious weakness, or in the case of an individual instructor becoming subject to capability procedures, additional observation may be necessary. Classroom/section observation is only one aspect of monitoring and instructors will be given the opportunity to meet their team leader on a regular basis to discuss progress towards targets.

10. Observations should be directly linked to the performance management objectives. The instructor should be informed in good time when an observation is planned. Staff will agree the criteria and format to be used in lesson observations. The agreed format will also be used to support monitoring of SETA’s targets and monitoring of curriculum targets by subject co-ordinators. Staff will be given full and constructive feedback and the opportunity to discuss the lesson observed.

11. If a manager requires further information, written or oral, relevant to the member of staffs performance from other people, the member of staff concerned will be consulted.

STAGE 3 - REVIEWING PERFORMANCE

12. There will be an annual review meeting between the member of staff and their manager which will use the recorded objectives as a focus to discuss achievements and to identify any developmental needs, including the proposed action, resources available, development plan and professional development policy, and the support to be provided.

13. A written review statement will be prepared by the manager at the review meeting recording the main points made and the conclusions reached, including any identified development needs on a separate annex. If it is not possible to complete the statement at the meeting it must be prepared by the manager within 10 working days of the meeting. The member of staff will be provided with a copy and may, within 10 working days of first having access to having a copy, add to it comments in writing.
14. All reviews will be kept on a central file for at least 3 years.

15. The training and development needs from the review statement will be given by the manager to the person responsible for training and development.

LEADERSHIP & MANAGEMENT GROUP (SMT- Senior Management Team)

16. The CE/Directors objectives will cover SETA’s centre leadership and management as well as staff and work-based learner progress.

17. A copy of the CE’s review will go to the Directors and Charity Board of Directors.

18. Managers will have annual objectives relating to staff/ work-based learner progress and SETA’s leadership and management.

COMPLAINTS

19. Within 10 working days of receiving the review statement:
   - Members of staff may record their dissatisfaction with aspects of the review on their review. Where these cannot be resolved with the manager they can raise their concerns with the director.

20. The HR Manager will investigate the complaint and take account of comments made by the job holder.

21. The HR Manager should conduct the review of the complaint within 10 working days of the referral.

22. She/he may decide that the review should remain unchanged or may add observations of his/her own.

23. The HR Manager may decide, with the agreement of the person responsible for carrying out the initial review, to amend the review statement or declare that the review statement is void and order a new report or part of the review to be repeated.

24. Any new review, or part review, should be conducted within a further 15-days.

25. The complaints procedure does not remove an employee’s right of recourse to the grievance procedure at any stage.

MANAGING WEAK PERFORMANCE

26. The Performance Management process may identify serious deficiencies a member of staff’s performance. Where this occurs, the member of staff will be placed under special
measures and regular monthly meetings scheduled with the member of staff the manager and the director.

REVIEW OF THE POLICY

27. The CE will report annually at the AGM on Performance Management procedures of SETA and development needs of staff. Individual staff members will not be mentioned or identified within the report.

All documents produced as part of the process will be treated as personal and confidential, and kept in a secure place.

The principles and provisions of the Data Protection Act 1998 will be followed at all times.