



Leicester Preparatory School

Performance Management Appraisal and Capability Policy

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Next Review Due: Sept 2024

Approved by: Francis Fernandes



Performance Management - Appraisal and Capability Policy

Purpose

This policy sets out the framework, for a clear and consistent assessment, of the overall performance of teachers, including the Headmistress, and for supporting their development within the context of the school's plan for improving educational provision and performance, and the standards expected of teachers. It also sets out the arrangements that will apply, when teachers fall below the levels of competence, that are expected of them.

Application of the policy

The policy is in two separate sections.

- **Part A of the policy** - which covers appraisal, applies to the Headmistress and to all teachers employed by the school except those on contracts of less than one term, those undergoing induction (*i.e.*, *NQTs*) and those who are subject to Part B of the policy.
- **Part B of the policy** - which sets out the formal capability procedure, applies only to teachers (including the Headmistress) about whose performance there are serious concerns, that the appraisal process has been unable to address.
- The policy also applies to **non-teaching staff** and reference to teachers in the policy will equally apply to non-teaching staff.

Part A – Appraisal

Appraisals, at Leicester Preparatory School, will be a supportive and developmental process designed to ensure that all teachers have the skills and support they need to carry out their role effectively. It will help to ensure that teachers are able to continue to improve their professional practice and to develop as teachers.

The Appraisal Period

The appraisal period will run for twelve months. 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 this policy. The length of the period will be determined, by the duration of their contract.

Appointing Appraisers

- The Headmistress will be appraised by the Director, supported by a suitably skilled and/or experienced external adviser, who has been appointed by the Director for that purpose and any other advisory bodies/individuals the Director thinks appropriate.
- The Headmistress will decide who will appraise other teachers. For non-teaching staff, the appraisal will normally be conducted by line managers. The Director will carry out the Appraisal for the Managers as well as the Headmistress (see below) and will have specific input in the Appraisals of anyone with Leadership responsibilities within the School.

Setting Objectives

- The Headmistress objectives will be set by the Director after consultation with the external adviser/s.
- Objectives for each teacher will be set before, or as soon as practicable after, the start of each appraisal period. The objectives set for each teacher, will be Specific, Measurable, Achievable, Realistic and Time-bound, and will be appropriate to the teacher's role and level of experience. The appraiser and teacher will seek to agree the objectives, but if that



is not possible, the appraiser will determine the objectives. Objectives may be revised if circumstances change.

- The objectives set for each teacher, will if achieved, contribute to the school's plans for improving the school's educational provision and performance, and improving the education of pupils at that school. The objectives will have specific regard to any Improvement Plan in force and approved by the Director.

Reviewing Performance - Observation

- LPS believes that observation of classroom practice and other responsibilities is important both as a way of assessing teacher's performance, to identify any particular strengths and areas for development. It is a tool for gaining useful information which can inform school improvement more generally. All observation will be carried out in a supportive fashion.
- At LPS, a teacher's performance will be regularly observed but the amount and type of classroom observation will depend on the individual circumstances of the teacher and the overall needs of the school. Classroom observation will be carried out by those with appropriate qualifications and will be approved by the Headmistress. In addition to formal observation, the Headmistress or other leaders with responsibility for teaching standards, may "drop in" in order to evaluate the standards of teaching and to check that high standards of professional performance are in operation and maintained. The length and frequency of "drop in" observations, will vary depending on specific circumstances.
- Teachers (including the Headmistress) who have responsibilities outside the classroom, should also expect to have their performance of those responsibilities observed and assessed.

Development and Support

Appraisal is a supportive process, which will be used to inform continuing professional development. The school wishes to encourage a culture in which all teachers take responsibility for improving their teaching through appropriate professional development. Professional development will be linked to school improvement priorities and to the ongoing professional development needs and priorities of individual teachers.

Feedback

- Teachers will receive constructive feedback on their performance throughout the year and as soon as practicable, after observation has taken place, or other evidence has come to light. Feedback will highlight particular areas of strength, as well as any areas that need attention. Where there are concerns about any aspects of the teacher's performance, the appraiser will meet the teacher formally to:
 - give clear feedback to the teacher about the nature and seriousness of the concerns;
 - give the teacher the opportunity to comment and discuss the concerns;
 - agree any support (e.g. coaching, mentoring, structured observations), that will be provided to help address those specific concerns;
 - make clear how, and by when, the appraiser will review progress. It may be appropriate to revise objectives, and it will be necessary to allow sufficient time for improvement. The amount of time allowed will reflect the seriousness of the concerns;
 - explain the implications and process if no – or insufficient – improvement is made.
- When progress is reviewed, if the appraiser is satisfied that the teacher has made, or is making, sufficient improvement, the appraisal process will continue as normal, with any remaining issues continuing to be addressed through that process.



Transition to Capability Proceedings

If the appraiser is not satisfied with progress, the teacher will be notified in writing that the appraisal system will no longer apply and that their performance will be managed under the capability procedure, and will be invited to a formal capability meeting. The capability procedures will be conducted as in Part B of this policy.

Annual Assessment

Each teacher's performance will be formally assessed in respect of each appraisal period. In assessing the performance of the Headmistress, the Director will consult any external adviser available.

This assessment is the end point to the annual appraisal process, but performance and development priorities, will be reviewed and addressed on a regular basis, throughout the year in interim meetings.

The teacher will receive feedback as soon as practicable, following the end of each appraisal period – and have the opportunity to comment in writing on - a written appraisal report. The appraisal report will include:

- details of the teacher's objectives for the appraisal period in question;
- an assessment of the teacher's performance of their role and responsibilities, against their objectives and the relevant standards;
- an assessment of the teacher's professional development needs and identification of any action that should be taken to address them;
- the assessment of performance and professional development needs will inform the planning process for the following appraisal period.

Part B – Capability Procedure

This procedure applies only to teachers or the Headmistress about whose performance there are serious concerns, that the appraisal process has been unable to address.

At least ten working days' notice will be given of the formal capability meeting. The notification will contain sufficient information about the concerns about performance and their possible consequences, to enable the teacher to prepare to answer the case at a formal capability meeting. It will also contain copies of any written evidence; the details of the time and place of the meeting; and will advise the teacher of their right to be accompanied by a companion, who may be a colleague, a friend or partner.

Formal Capability Meeting

This meeting is intended to establish the facts. It will be conducted by the Director (for Headmistress capability meetings), or Headmistress (for other teachers), or line manager for non-teaching staff. The meeting allows the teacher, accompanied by a companion, to respond to concerns about their performance and to make any relevant representations. This may provide new information or a different context to the information/evidence already collected.

The person conducting the meeting may conclude that there are insufficient grounds for pursuing the capability issue and that it would be more appropriate to continue to address the remaining concerns through the appraisal process. In such cases, the capability procedure will come to an end. The person conducting the meeting may also adjourn the meeting, for example, if they decide that further investigation is needed, or that more time is needed in which to consider any additional information.



In other cases, the meeting will continue. During the meeting, or any other meeting which could lead to a formal warning being issued, the person conducting the meeting will:

- identify the professional shortcomings, for example which of the standards expected of the teachers are not being met;
- give clear guidance on the improved standard of performance needed to ensure that the teacher can be removed from formal capability procedures. This may include the setting of new objectives focused on the specific weaknesses that need to be addressed, any success criteria that might be appropriate and the evidence that will be used to assess whether the necessary improvement has been made;
- explain any support that will be available to help the teacher improve their performance;
- set out the timetable for improvement and explain how performance will be monitored and reviewed. The timetable will depend on the circumstances of the individual case;
- warn the teacher formally, that failure to improve within the set period, could lead to dismissal. In very serious cases, this warning could be a final written warning.

Notes will be taken of formal meetings and a copy sent to the member of staff. Where a warning is issued, the teacher will be informed in writing of the matters covered in the bullet points above and given information about the timing and handling of the review stage and the procedure and time limits for appealing against the warning.

Monitoring and Review Period Following a Formal Capability Meeting

A performance monitoring and review period will follow the formal capability meeting. Formal monitoring, evaluation, guidance and support will continue during this period. The member of staff will be invited to a formal review meeting, unless they were issued with a final written warning, in which case they will be invited to a decision meeting (see below).

Formal Review Meeting

As with formal capability meetings, at least ten working days' notice will be given, and the notification will give details of the time and place of the meeting. It will advise the teacher of their right to be accompanied by a companion who may be a colleague, a friend or partner. If the person conducting the meeting is satisfied that the teacher has made sufficient improvement, the capability procedure will cease and the appraisal process will re-start. In other cases:

- if some progress has been made and there is confidence that more is likely, it may be appropriate to extend the monitoring and review period;
- if no, or insufficient improvement has been made during the monitoring and review period, the teacher will receive a final written warning.

As before, notes will be taken of formal meetings and a copy sent to the member of staff. The final written warning will mirror any previous warnings that have been issued. Where a final warning is issued, the member of staff will be informed in writing that failure to achieve an acceptable standard of performance (within the set timescale), may result in dismissal, or given information about the handling of the further monitoring and review period, and the procedure and time limits for appealing against the final warning. The teacher will be invited to a decision meeting.

Decision Meeting

As with formal capability meetings and formal review meetings, at least ten working days' notice will be given and the notification will give details of the time and place of the meeting



and will advise the teacher of their right to be accompanied by a companion, who may be a colleague, a friend or partner.

If an acceptable standard of performance has been achieved during the further monitoring and review period, the capability procedure will end and the appraisal process will re-start. If performance remains unsatisfactory, a decision, or recommendation to the Headmistress or Director (in the case of the Headmistress), will be made that the teacher should be dismissed or required to cease working at the school.

The teacher will be informed as soon as possible of the reasons for the dismissal, the date on which the employment contract will end, and the appropriate period of notice and their right of appeal.

Decision to Dismiss

The power to dismiss staff in this school rests with the Director (if the Headmistress), or the Headmistress (if teacher).

Dismissal

Once the decision to dismiss has been taken, the Director (if the Headmistress), or the Headmistress (if a Teacher), will dismiss the teacher with contractual notice.

Appeal

If a teacher feels that a decision to dismiss them, or other action taken against them, is wrong or unjust, they may appeal in writing against the decision within five days of the decision, setting out at the same time the grounds for appeal. Appeals will be heard without unreasonable delay, and where possible, at an agreed time and place. The same arrangements for notification and right to be accompanied by a companion will apply as with formal capability and review meetings, and as with other formal meetings, notes will be taken and a copy sent to the teacher.

The appeal will be dealt with impartially, and wherever possible, by managers or individuals who have not previously been involved in the case. In the case of the Headmistress, this will be an independent panel appointed by the Director and in the case of a teacher, the Director, supported by external, independent advice, if he deems this necessary or appropriate. The teacher will be informed in writing of the results of the appeal hearing as soon as possible.

General Principles Underlying This Policy

ACAS Code of Practice on Disciplinary and Grievance Procedures

Part B - of the policy, will be implemented in accordance with the provisions of the ACAS Code of Practice.

Confidentiality

The appraisal and capability processes will be treated with confidentiality. However, the desire for confidentiality does not override the need for the Headmistress and Director to quality-assure the operation and effectiveness of the appraisal system.

Consistency of Treatment and Fairness

The School is committed to ensuring consistency of treatment and fairness. It will abide by all relevant equality legislation, including the duty to make reasonable adjustments for



disabled teachers. The School is aware of the guidance in the Equality Act, issued by the Department for Education.

Definitions

Unless indicated otherwise, all references to “teacher” include the Headmistress.

Grievances

Where a member of staff raises a grievance during the capability procedure, the capability procedure may be temporarily suspended in order to deal with the grievance. Where the grievance and capability cases are related, it may be appropriate to deal with both issues concurrently.

Sickness

If long term sickness absence appears to have been triggered by the commencement of monitoring or a formal capability procedure, the case will be dealt with in accordance with the school’s Absence Policy. In some cases, it may be appropriate for monitoring and/or formal procedures to continue during a period of sickness absence.

Monitoring and Evaluation

The Director and Headmistress will monitor the operation and effectiveness of the school’s appraisal arrangements.