

CITY ACADEMY NORWICH

Managing Performance Policy and Procedure

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MANAGING PERFORMANCE POLICY AND PROCEDURE

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1. Policy Statement

The success of City Academy Norwich depends upon all employees making an effective contribution.

CAN recognises that the majority of staff meet or exceed the standards required of them. However, performance issues can and do arise, and it is essential that managers seek to address these at the earliest opportunity through prompt discussion and support.

The main formal processes through which staff performance is managed are the probation process for new appointees and the appraisal process for all other staff. Normally, these processes are sufficient but occasionally an individual's performance may fall below the standard expected and it would not be appropriate to use the appraisal process to deal with such performance issues, which need to be dealt with promptly and robustly when they arise.

Concerns about capability and performance should not be confused with disability. This procedure is used to deal with poor performance. It does not apply to cases involving genuine sickness absence. Where employees become disabled during their employment, it is important to ensure that every effort is made to retain them in their original job or redeploy them to a suitable alternative post in line with the requirements of the Equality Act 2010.

Equally, it is important to distinguish between conduct and capability. Conduct is about behaviour which is often (but not always) deliberate but within the employee's control and such issues should be handled under the Disciplinary Policy and Procedure. Issues of capability relate to instances where an employee is unable to achieve the level of competence expected and should be handled under the Managing Performance Procedure.

At all stages of the Managing Performance Procedure, notification and decisions will be made in writing, and without unreasonable delay.

Academy teachers who are subject to a current disciplinary sanction or an action plan under the formal stages of the Managing Performance procedure are not eligible for pay progression.

2. Policy Aims & Objectives

This policy is designed to assist and encourage all employees to achieve and maintain the standards of performance required by the organisation. The aim is to ensure consistent and fair treatment for all, and to assist any employee who is considered to be experiencing difficulties in performing satisfactorily the duties required of the post to which he/she was appointed.

3. Scope

This policy applies to all staff employed at City Academy Norwich with the exception of:

- Staff successfully working through their probation period
- Newly Qualified Teachers

4. Procedure

4.1 Dealing with Issues Informally

It is important to recognise that many issues of poor performance can and should be resolved without recourse to this procedure.

Informal action and development activities should be seen as supportive and enable employees to reach the standard required. It does not form part of the formal process.

As soon as a concern is identified either by the line manager or the employee, the matter should be discussed between the employee and his/her line manager. In these circumstances, both parties will have every opportunity to discuss the concern, to make any comments and to record them if desired. Most areas for concern can generally be dealt with through informal discussions and action planning. Issues should be discussed in normal one-to-one meetings, evidence of support and development offered, actions agreed and review discussions should be kept by the line manager. It is not appropriate to save discussions regarding performance to the annual performance or mid-year review.

Any informal discussions should be constructive in order to allow the employee an opportunity to express their views, and for the line manager to determine whether there are any external factors which may be contributing to the poor performance. If the concern is one of poor health, then the matter should be dealt with under the procedure for managing sickness absence.

Actions to assist an employee in reaching the standard required could include:

- further training specifically in response to training needs which have been identified to facilitate improvement.
- monitoring and review of workload as appropriate.
- monitoring and review of performance standards against realistic objectives agreed in relation to the requirements of the job.
- monitoring and review of the amount of supervision required.
- mentoring, shadowing or coaching.

Discussions regarding redeployment into a different role can take place at any point in the procedure.

4.2 First Formal Stage

If the line manager considers that despite dealing with the concerns about performance informally, there are grounds for taking formal action over potential poor performance, the employee will be required to attend a formal capability meeting. The employee will be notified in writing of the organisation's concerns over performance, the reasons for those concerns and the likely outcome if it is concluded after the meeting that the employee's performance has been unsatisfactory.

The employee will be provided with at least 5 working days' written notice of the date, time and place of the meeting and the meeting will be held as soon as reasonably practicable.

The manager will also include the following where appropriate:

- a) A summary of relevant information and evidence gathered during informal discussions.
- b) A copy of any relevant documents which will be used at the meeting.

This initial formal meeting constitutes the date of entry into the formal procedure. The employee has the right to be accompanied at the meeting by a trade union representative or a work colleague, and the manager will be supported by a member of HR Services.

At this meeting, the employee should be reminded of previous informal discussions and informed of the continuing underperformance. The employee should be given an opportunity to respond to this before a decision on what action to be taken is made. This decision needs to be confirmed in writing and objectives/actions agreed using the action plan (Appendix 2).

After the formal meeting, a written warning will be issued making it clear that continued employment is at risk if improvement is not achieved and sustained. Monitoring and assessment needs to continue for a further period of at least one month but no longer than two months, depending on the individual situation and in proportion to the level of seriousness of the performance difficulty.

The employee's performance will be monitored during the review period and at the end of the review period, the employee will be advised of the outcome, which will be one of the following options:

- (a) If the line manager is satisfied with the employee's performance no further action will be taken.
- (b) If the line manager is not satisfied, the matter may be progressed to a second formal stage hearing or
- (c) If the manager feels that there has been a substantial but insufficient improvement, the review period may be extended.

The warning will remain active for twelve months from the end of the review period, after which time it will be disregarded for the purposes of the Managing Performance Procedure.

4.3 Second Formal Stage

Failure to improve after the review period should be followed by a repeat of the first formal stage. On this occasion, however, a final written warning should be issued under this procedure, making it clear that continued employment is in jeopardy. The warning should include the possibility for the individual to explore suitable redeployment opportunities or termination of employment.

The employee's performance will be monitored during the review period and the organisation will write to the employee to inform them of the outcome at the end of the review period, which will be one of the following options:

- (a) If the line manager is satisfied with the employee's performance, no further action will be taken.
- (b) If the line manager is not satisfied, the matter may be progressed to a dismissal meeting.
- (c) If the manager feels that there has been a substantial but insufficient improvement, the review period may be extended.

A final written warning will normally remain active for eighteen months from the end of the review period. After the active period, the warning will remain be removed from the employee's file.

4.4 Dismissal Meeting

If no offer of voluntary redeployment is made or one is not accepted a final meeting should be arranged with the employee and his/her representative,

The meeting should be chaired by a member of the organisation's executive team or their appropriate delegee and a representative from HR Services. Notification of the interview should be made in writing at least 5 working days before the date of the meeting allowing the employee to be accompanied by a representative. On hearing the evidence from the line manager and any explanations, a decision is made regarding whether to dismiss.

If dismissal is the outcome, the employee will be served with the appropriate notice and informed of the right to appeal.

However, if the chosen representative of the employee is unavailable on the date of the initial dismissal meeting, the employee may delay the date of that meeting once for up to 5 working days to enable the chosen representative to attend.

A format for appeals similar to that set out in the Disciplinary Procedure will be used. Employees will have the right to appeal against any formal decision taken by organisation, including written warnings. Any appeals will be dealt with without unreasonable delay. Appeals will be heard by a senior manager not previously involved in the process or, where appropriate (in Academies) a panel of Governing Body members, if the headteacher has already been involved in the earlier stages of the process.

5. Organisational Responsibilities

Line Managers are responsible for ensuring that they meet employees regularly and that any issues of below standard performance are dealt with in a timely manner.

Human Resources is responsible for supporting managers when issues of below-standard performance are identified, and to monitor that such performance issues are dealt with in a fair and consistent manner.

Staff are responsible for fulfilling their job description and working to the standards required, including effectively responding to any action plans identified through the Managing Performance process.

6. References to related policies

- Appraisal Policy
- Probation Policy
- Disciplinary Policy and Procedure.
- Management of Sickness Absence Policy
- Academy Teachers' Pay Policy

7. Contact

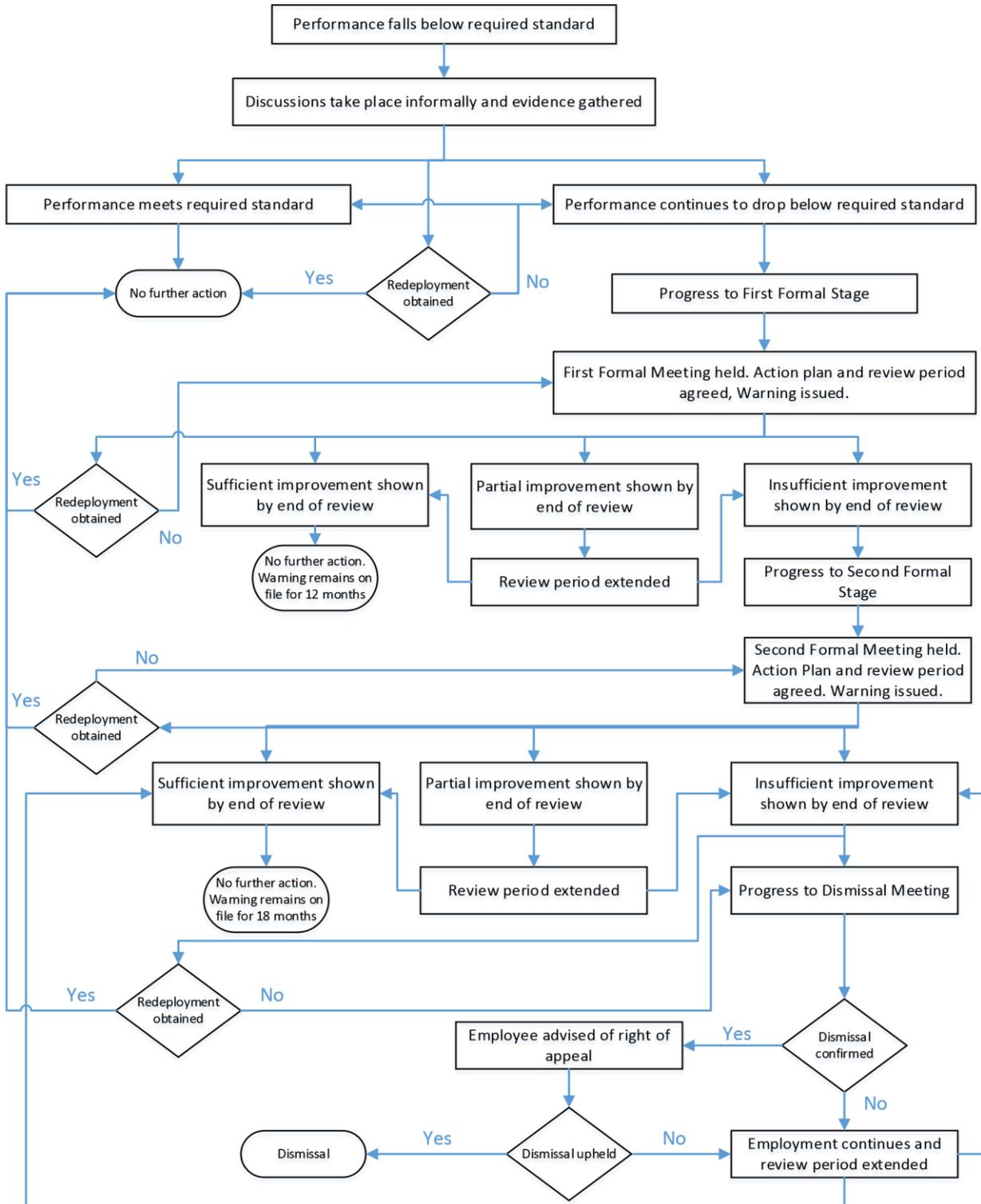
HR Services staff are available to provide advice to managers or staff on any aspect of this policy and procedure.

8. Equal Opportunities Statement

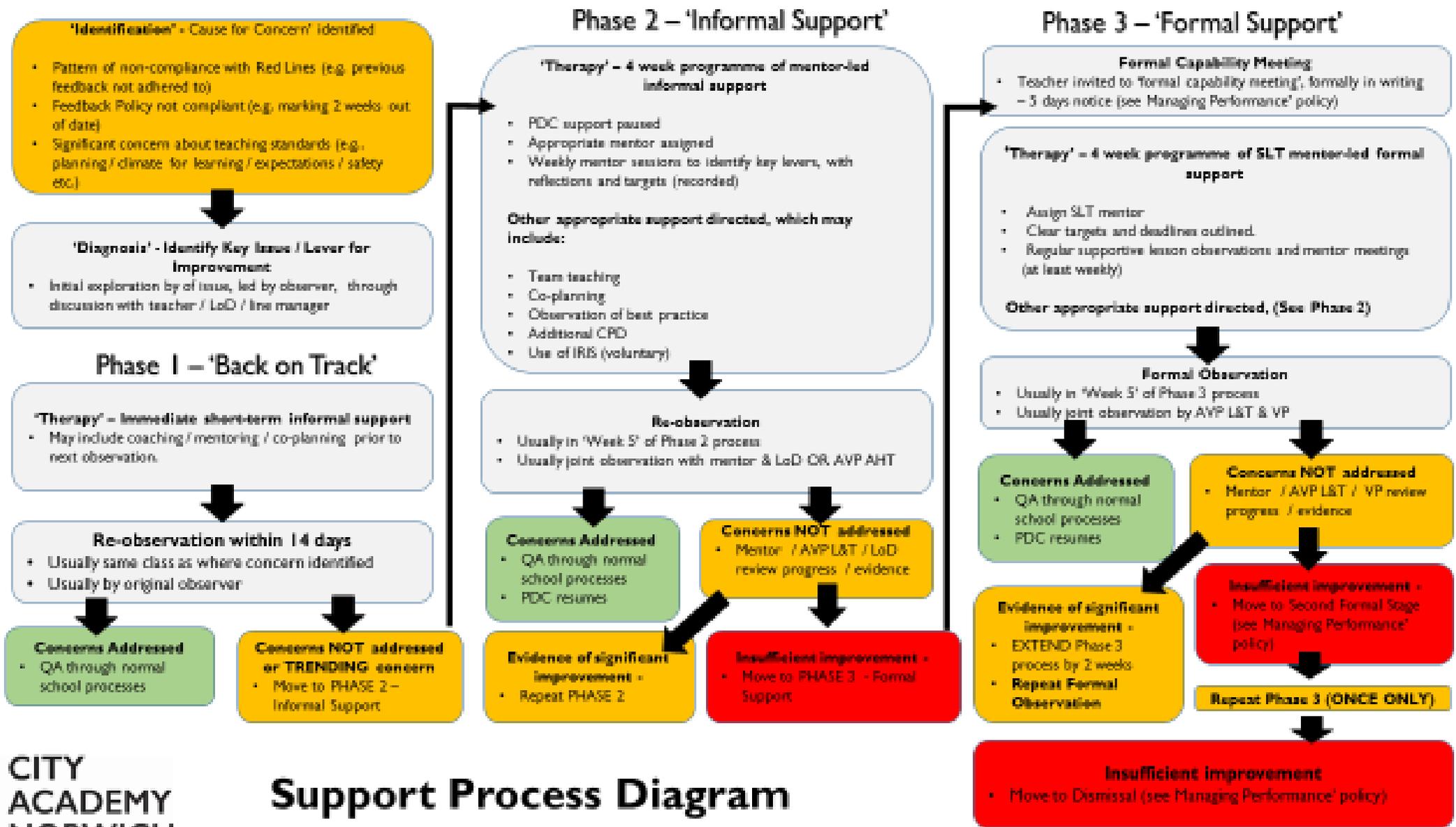
This policy and procedure has been assessed against the nine protected characteristics outlined in the Equality Act 2010 and no apparent disadvantage to equal opportunities has been determined.

If you have any comments or suggestions in relation to equal opportunities of this policy or procedure please contact the policy holder.

Appendix 1 – Managing Performance procedure



Appendix 1 - Managing Performance procedure



I confirm I have read and understood the action plan objectives and targets and I agree to work towards their completion in line with the target date:

Name (please print)		Signed		Date	
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Action Plan Compiled by - Name		Date	
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To be completed at the progress review meeting.

Summary of the discussion:

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I confirm the member of staff has:

- satisfactorily completed the action plan objectives and targets and their overall performance has improved
- partially completed the action plan objectives and targets and there has been some improvement in their overall performance, we are meeting on to review progress again
- unsatisfactorily completed the action plan objectives and targets and I am recommending progression to the next stage of the Managing Performance Procedure

Signed – Line Manager		Date	
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