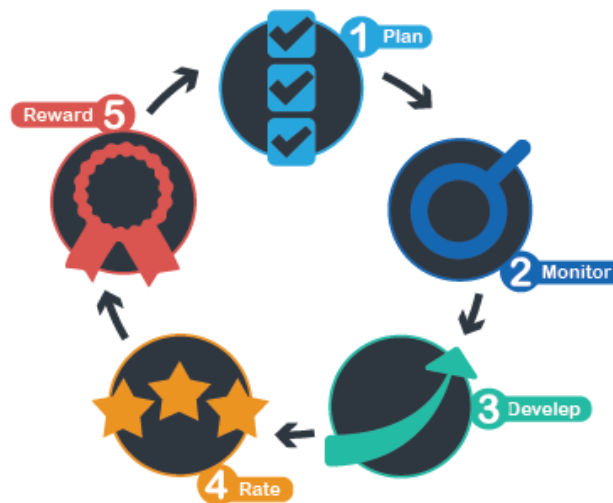




Charters Ancaster Nursery and Forest School



PERFORMANCE MANAGEMENT POLICY

Reviewed By: Nursery Manager

Date approved by Directors: February 2020 Signature: _____

Date for Review: February 2021

Woodsgate Place Gunters Lane Bexhill-on-Sea East Sussex TN39 4EB

T 01424 216670 E info@chartersancaster.com

www.chartersancaster.com

Company Registration No. 3174367 Registered Office: City House 3 Cranwood St London EC1V 9PE Registered Charity No: 1054300

1. Introduction

- 1.1. This policy applies to all Practitioners, and all non-teaching staff employed by the Nursery except:
- practitioners on contracts of less than one term, those undergoing induction and those who are the subject of capability procedures
 - support staff undergoing induction, on fixed term contracts of less than 1 year, and those who are the subject of capability procedures.

2. Aim

- 2.1. This policy sets out the framework for a clear and consistent assessment of the overall performance of practitioners, support staff and the Senior Management and for supporting their development needs within the context of the nursery's improvement plan and their own professional needs.

3. Links to Nursery Improvement, Nursery Self Evaluation and Nursery Development Planning

- 3.1. To comply with the requirement to show how the arrangements for performance management link with those for nursery improvement, nursery self-evaluation and nursery development planning and to minimise workload and bureaucracy, the performance management process will be the main source of information as appropriate for nursery self-evaluation and the wider nursery improvement process.
- 3.2. Similarly, the nursery development plan and the nursery's self evaluation form are key documents for the performance management process.
- 3.3. Line Managers are asked to ensure the alignment of reviewees' objectives with the nursery's priorities and plans. The objectives should also reflect reviewees' professional aspirations.

4. Consistency of Treatment and Fairness

- 4.1. The Directors are committed to ensuring consistency of treatment and fairness in the operation of performance management.
- 4.2. To ensure this, the following provisions are made in relation to moderation, quality assurance and objective setting.

5. Quality Assurance

5.1. The Nursery Manager and Deputy Manager will be the reviewers for all practitioners. In these circumstances, the Nursery Manager /Deputy Manager will moderate all the objectives set, to check that the objectives recorded in the statements of practitioners at the nursery are:-

- Consistent between those who have similar experience and similar levels of responsibility.
- Comply with the nursery's performance management policy, the Regulations and the requirements of equality legislation.

5.2. The Directors will carry out the Nursery Manager's performance management. This will ensure that the Nursery Manager's objectives are consistent with the nursery's improvement priorities and with the nursery's performance management policy and the Regulations. The Directors will also be responsible for the Business Manager's performance management.

5.3. The Business Manager will be line manager for the support staff and review them yearly or more often as required .

5.4. The Directors will be responsible for the final quality assurance of the performance policy.

6. Objective Setting

6.1. The objectives set will be rigorous, challenging, achievable, time-bound, fair and equitable in relation to practitioners with similar roles/responsibilities and experience.

6.2. They will have regard to what can reasonably be expected of any practitioner/employee in that position given the desirability of the reviewee being able to achieve a satisfactory balance between the time required to discharge his/her professional duties and the time required to pursue his/her personal interests outside work. They shall also take account of the practitioners' /employees professional aspirations. They should be such that, if they are achieved, they will contribute to improving the progress and welfare of children at the nursery.

6.3. In Charters Ancaster Nursery all practitioners including the Nursery Manager, will normally have no more than three objectives, as appropriate, and there will be consultation and agreement as to the objectives All practitioners, including the

Woodsgate Place Gunters Lane Bexhill-on-Sea East Sussex TN39 4EB

T 01424 216670 E info@chartersancaster.com

www.chartersancaster.com

Nursery Manager, will have a whole nursery objective. All practitioners including the Nursery Manager will also normally have a personal professional development objective.

6.4. Though performance management is an assessment of overall performance of practitioners and the Nursery Manager, objectives cannot cover the full range of a staff's roles/responsibilities. Objectives will, therefore, focus on the priorities for an individual for the cycle. At the review stage it will be assumed that those aspects of a practitioners's roles/responsibilities not covered by the objectives will have been carried out satisfactorily.

7. Reviewing Progress

7.1. At the end of the cycle, assessment of performance against an objective will be on the basis of the performance criteria set at the beginning of the cycle. Good progress towards the achievement of a challenging objective, even if the performance criteria have not been met in full, will be assessed favourably.

7.2. The performance management cycle is annual, but on occasions it may be appropriate to set objectives that will cover a period over more than one cycle. In such cases, the basis on which the progress being made towards meeting the performance criteria for the objective will be assessed at the end of the first cycle and will be recorded in the planning and review statement at the beginning of the cycle.

8. Appeals

8.1. At specified points in the performance management process staff have a right of appeal against any of the entries in their objective and review statements.

9. Confidentiality

9.1. The whole performance management process and the statements generated under it, in particular, will be treated with strict confidentiality at all times. Only the Nursery Manager and Directors will have access to the reviewee's objectives (practitioners), and the Business Manager and Directors (support staff).

10. Training and Support

If there are competing demands on the nursery budget, a decision on relative priority will be taken with regard to the extent to which:

- the CPD identified is essential for a reviewee to meet their objectives.
- the extent to which the training and support will help the nursery to achieve its priorities.

The Nursery's priorities will have precedence and staff should not be held accountable for failing to make good progress towards meeting their performance criteria, where the support recorded in the planning statement has not been provided.

10.1. The Nursery's Continuing Professional Development (CPD) programme will be informed by the training and development needs identified in the member of staff's review.

10.2. The Directors and Business Manager will ensure in the budget planning that, as far as possible, appropriate resources are made available in the nursery budget for any training and support agreed for reviewees.

10.3. An account of the training and development needs of staff in general, including the instances where it did not prove possible to provide any agreed CPD, will form a part of the Nursery manager's annual report to the Directors about the operation of the performance management in the nursery.

11. Appointment of Review

11.1. The Directors will carry out the management and review of the performance of the Nursery Manager and the Business Manager.

Practitioners

11.2. The Nursery Manager and Deputy Manager will be the reviewers for all practitioners at least once a year but line managers may carry out supervisions of staff whom they oversee.

11.3 Non-teaching staff

The Business manager will line manage all Support Staff.

General

11.3. A performance management cycle will not begin again in the event of the reviewer being changed.

11.4. All line managers to whom the Nursery has delegated the role of reviewer will receive appropriate preparation for that role.

12. The Performance Management Cycle

- 12.1 The performance of practitioners must be reviewed on an annual basis. Performance objective reviews must be completed for all practitioners by the end of October (Best endeavours will be made to meet this deadline for support staff, whilst recognising that this is neither an absolute nor statutory deadline) and for the Nursery Manager by 31st December.
- 12.2 The performance management cycle in this nursery, therefore, will start and finish in October each academic year for practitioners, and start and finish in December for the Nursery Manager and Senior Leadership Team.
- 12.3 Induction of new staff will be carried out when the new member of staff joins the Nursery. A supervision will be carried out in the Autumn terms before the Annual Appraisal process in the Spring and Summer terms.
- 12.4 Practitioners who are employed on a fixed term contract of less than one year, will have their performance managed in accordance with the principles underpinning the provisions of this policy. The length of the cycle will be determined by the duration of their contract.
- 12.5 Where a practitioner starts their employment at the nursery part-way through a cycle, the Nursery manager or, in the case where the practitioner is the Nursery manager, the Directors, shall determine the length of the first cycle for that staff member, with a view to bringing her/his cycle into line with the cycle for other practitioners at the nursery as soon as possible.
- 12 Where a practitioner transfers to a new post within the nursery part-way through a cycle, the Nursery manager or, in the case where the staff member is the Nursery manager, the Directors shall determine whether the cycle shall begin again and whether to change the reviewer.

13 Retention of Statements

Performance management planning and review statements will be retained for a minimum period of 6 years (Good personnel practice and latest guidance will be adhered to in the case of the objective and review statements for support staff).

14 Monitoring and Evaluation

The Directors and Nursery Manager will monitor the operation and outcomes of performance management arrangements.

They will consider the following:

- the operation of the performance management policy.
- the effectiveness of the nursery's performance management procedures.
- practitioners' and staff's training and development needs.

15 Review of the Policy

The Directors will take account of the Nursery Manager's report in her review of the performance management policy. The policy will be revised as required to introduce any changes in regulation and statutory guidance to ensure that it is always up to date.

To ensure employees are fully conversant with the performance management arrangements, all new staff who join the Nursery will be briefed on them as part of their introduction to the school.

16 Access to Documentation

Copies of the Nursery development plan will be made available to staff.

17 Classroom Observation Protocol

All classroom observation will be undertaken in accordance with the performance management regulations.

This policy will be reviewed annually.

APPENDIX 1 - CLASSROOM OBSERVATION PROTOCOL

The Nursery is committed to ensuring that classroom observation is developmental and supportive and that those involved in the process will:

- carry out the role with professionalism, integrity and courtesy
- evaluate objectively
- report accurately and fairly
- respect the confidentiality of the information gained.

The total period for classroom observation arranged for any practitioner will not exceed three hours per annum having regard to the individual circumstances of the staff member. There is no requirement to use all of the three hours. The amount of observation for each practitioner should reflect and be proportionate to the needs of the individual.

In this nursery 'proportionate to need' will be determined by: discussion in the planning and review meeting and as appropriate to the objectives set and whether the practitioner works part or full-time

The arrangements for classroom observation will be included in the plan in the planning and review statement and will include the amount of observation, specify its primary purpose, any particular aspects of the practitioner's performance which will be

Woodsgate Place Gunters Lane Bexhill-on-Sea East Sussex TN39 4EB

T 01424 216670 E info@chartersancaster.com

www.chartersancaster.com

assessed, the duration of the observation, when during the performance management cycle the observation will take place and who will conduct the observation.

Where evidence emerges about the reviewee's performance which gives rise to concern during the cycle, classroom observations may be arranged in addition to those recorded at the beginning of the cycle, subject to a revision meeting being held in accordance with the Regulations.

Information gathered during the observation will be used, as appropriate, for a variety of purposes including to inform nursery self-evaluation and nursery improvement strategies in accordance with the nursery's commitment to streamlining data collection and minimising bureaucracy and workload burdens on staff.

In keeping with the commitment to supportive and developmental classroom observation, those being observed will be notified in advance.

Classroom observations will only be undertaken by persons with Level 3 or above and relevant experience.. In addition, in this nursery classroom observation will only be undertaken by those who have had adequate preparation and the appropriate professional skills to undertake observation and to provide constructive oral and written feedback and support, in the context of professional dialogue between colleagues.

Oral feedback will be given as soon as possible after the observation and no later than the end of the following working day.

Written feedback may be provided within five working days of the observation taking place.

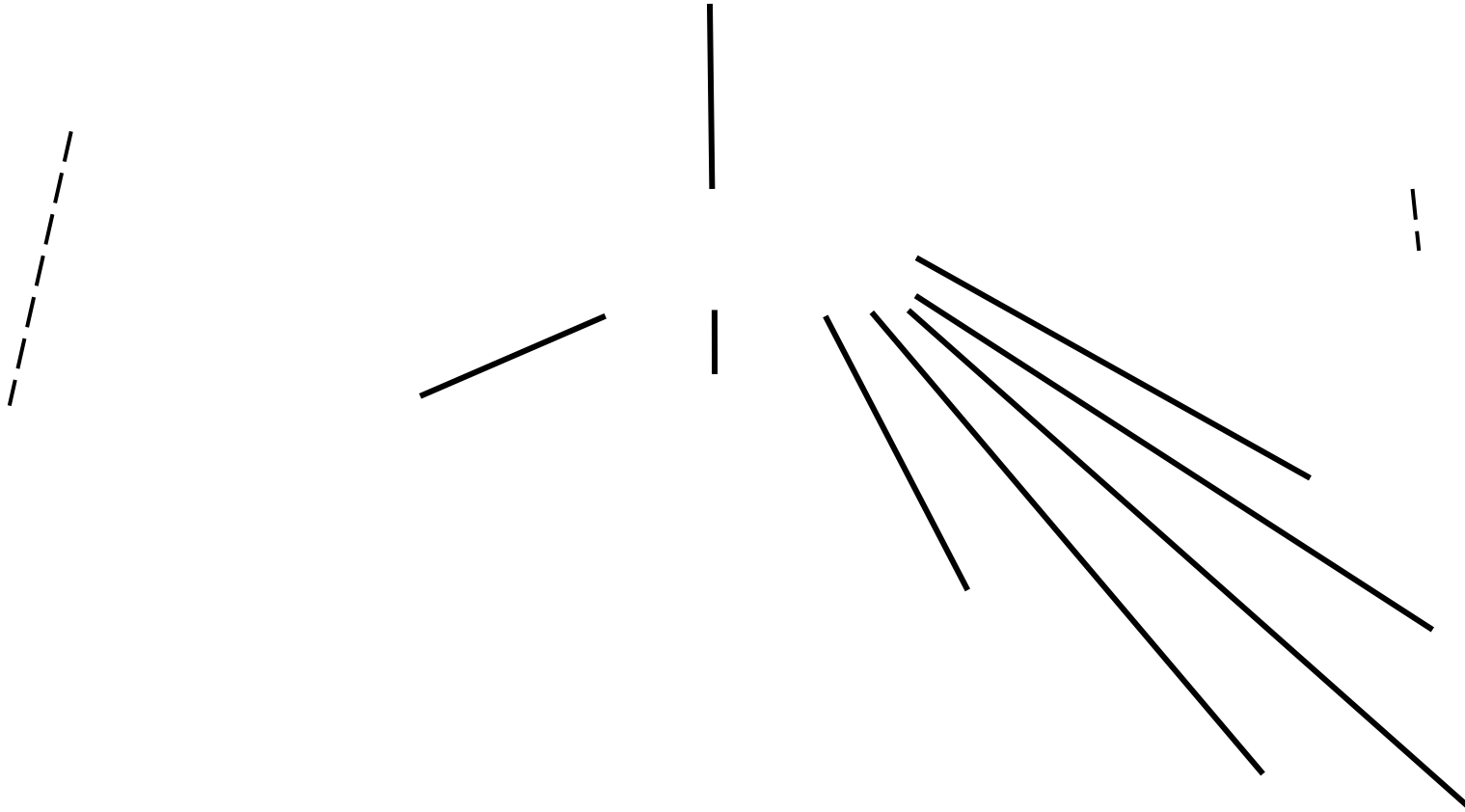
In most cases it may take the form of ' 3 stars and a wish'. Ie positive observations and a focused area for improvement.

If issues emerged from an observation that were not part of the focus of the observation as recorded in the objectives and review statement these should also be covered in the written feedback and the appropriate action taken in accordance with the regulations and guidance.

The written record of feedback also includes the date on which the observation took place, the lesson observed and the length of the observation. The practitioner has the right to append written comments on the feedback document.

The Nursery manager has a duty to evaluate the standards of provision and learning and to ensure that proper standards of professional performance are established and maintained. Senior personnel have a right to drop in to inform their monitoring of the quality of learning. In Charters Ancaster drop-in during learning walks will be undertaken by the Nursery manager and, as appropriate, by other staff with leadership roles.

Drop-ins will only inform the performance management process where evidence arises which merits the revision of the objectives of staff.



Woodsgate Place Gunters Lane Bexhill-on-Sea East Sussex TN39 4EB

T 01424 216670 E info@chartersancaster.com

www.chartersancaster.com

Company Registration No. 3174367 Registered Office: City House 3 Cranwood St London EC1V 9PE Registered Charity No: 1054300
