

# PERFORMANCE MANAGEMENT POLICY

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Approved by (Name, date, signature)



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# POLICY FOR PERFORMANCE MANAGEMENT

## Mission

We believe in investing in people. As professionals in the teaching and training professions, we strive to provide a better future for the children, young people and home settings we work with. Success for us means unleashing the potential of each individual so they can grow, develop and reach the potential of which they are capable. Our values are grounded in our determination to be the change we want to see in the world, through passion, commitment and integrity. We strive to plant a seed of kindness and compassion in a generation that will produce resilience and hope and enable them to aspire and achieve productive and fulfilled lives. Our success is measured in the lives we changed.

At the Omnia Foundation, we create a secure and safe environment that encourages communication, self-belief, mutual respect and success. We provide a rich and balanced curriculum that develops every child, allowing them to achieve their true potential.

## Aims of the policy:

This policy aims to:

- Set out the Omnia Foundation's processes and procedures around Performance Management
- Ensure that all staff are aware of the performance management process and are able to participate fully in their performance review
- Provide a framework through which performance can be robustly and effectively managed, leading to improvements across the organisation
- Provide a framework through which staff professional development needs can be identified and managed, leading to improvements in performance
- Provide guidance regarding pay progression and how this relates to Performance Management
- Ensure that evaluation of performance is fair and measured against an agreed set of criteria

This policy should be read in conjunction with the Staff Induction Policy, Staff Code of Conduct, Staff Capability Policy, Staff Disciplinary Policy and Grievance Policy.

## The Performance Management Review Cycle

The Performance Management Review (PMR) Cycle takes place over 11 months starting on 1 September and concluding on 31 July each year.

The employee will meet with their line manager in September each year to set new targets. There will be a formal interim review of the targets in February and then the targets will be signed off by the end of July.

Each of the three meetings is recorded on the performance management contract which is held online through the Cezanne HR platform.

Employees in their first year of employment will be subject to the Probation Policy in place of this Performance Management Policy.

## Performance Management Targets

Targets 1 and 2 are whole organisation targets and relate to student achievement, which may include progress, attainment, engagement and attendance.

The Head of Foundation meets with the Chief Operating Officer to prepare the targets and break them down to reflect the nature of each role within the foundation. These targets will be shared and milestones agreed with the employee during the September target setting meeting.

Target 3 will be a personal professional development target determined solely by the employee. For example, this may be an area of their practice that they wish to deepen or broaden or it might reflect a desire to move upwards within the organisation. The target will be agreed with the line manager. Where there are cost implications for training, the line manager will refer on to the

Head of Foundation who may refer on to the Chief Operating Officer, depending on budgetary constraints.

There should be no more than three PMR targets set for any employee.

## Evidence

Employees are expected to provide evidence where necessary and appropriate to support the achievement of a target. This could be a number of sources depending on their role. For example, work scrutinies, lesson observations, parent feedback, student feedback, line manager/colleague feedback, notes from pupil progress conferences. Employees are encouraged to seek and record evidence, eg 360 observations.

All employees should undertake an exercise of self-review against the Core Values Framework. This can be completed online via the Cezanne platform.

## At-risk procedures

If it becomes clear during the year that the employee is not making sufficient progress towards their targets, additional monitoring and support measures will be put in place immediately in accordance with the Staff Capability Policy.

## Pay Progression

At the Omnia Foundation, pay ranges are set in line with national benchmarks for the teaching profession and local government pay scales.

## End of Cycle Evaluation

During the performance management review at the end of the cycle, employees will self-evaluate against their targets using the Performance & Progression Criteria in Appendix I. Line managers will also use these criteria when evaluating employee performance. Employees will also complete a self-evaluation against the Omnia Values. The outcome of these evaluations will determine whether a line manager feels it is appropriate to recommend an employee for an uplift in pay.

## Pay recommendations

Where line managers recommend a pay increase, the recommendation will go forward to a panel made up of senior management, including the Chief Operating Officer, Head of Foundation, Head of People and Head of Finance and Operations. Pay increases are discretionary and a pay recommendation is not a guarantee of a pay increase. The size of a pay increase will vary from year to year depending on organisational performance and how many staff are considered eligible for an increase in that particular time frame. The size of the pay increase will also depend on whether an employee is considered to have exceeded, met or part met their performance management targets. Employees who have not met their targets will not be eligible for a pay increase.

## Roles and responsibilities

### Role of the Employee

The employee will:

- Participate fully in the performance management process
- Meet with their line manager at the start of the cycle to discuss and agree targets and keep these under review
- Agree with their line manager how best to achieve their targets and how this will relate to their role
- Provide evidence of their progress against the agreed targets
- Participate in scheduled progress reviews and formal and informal discussions around their progress.

When the employee has any concerns, they will:

- Raise these with their line manager as soon as possible
- Consult with People Team at an early stage if there are difficulties in resolving issues with their line manager or within the foundation.

### Role of the Head of Foundation

The Head of Foundation will:

- Agree with the Chief Operating Officer, in advance of the initial PMR meetings, the targets for the forthcoming year and ensure that these match roles and responsibilities

- Ensure that line managers are appropriately trained and have sufficient time to carry out their role effectively
- Ensure that all performance management contracts are completed and signed at the September meeting and make the necessary arrangements to ensure that this is done as soon as possible
- Ensure that a copy of the completed and signed PMR contract is lodged with the People Team
- Ensure that the employee's progress is reviewed regularly, including through observations and feedback of their practice
- Ensure that all monitoring and record keeping is done in the least burdensome and most streamlined way.

## Role of the Line Manager

The Line Manager will:

- Provide guidance and effective support to the employee
- Carry out regular progress reviews throughout the PMR cycle, including the interim review in February
- Ensure that the employee's practice is observed and feedback is provided
- Ensure that the employee is aware of how they can raise concerns about their performance management or their personal progress
- Take prompt, appropriate action in line with the Staff Capability Policy if the employee appears to be having difficulties
- Ensure that all monitoring and record keeping is done in the least burdensome way, and that employees are not asked for any evidence that requires the creation of new work

## Role of the Chief Operating Officer on behalf of the Executive Board

The Chief Operating Officer will:

- Ensure that the Head of Foundation is fulfilling their responsibility to meet the requirements of the performance management process
- Request general reports on the progress of employees where necessary or appropriate
- Liaise with the People Team in line with the Staff Capability Policy where there are concerns around an employee's performance

## Role of the People Team

The People Team will ensure that:

- All staff are familiar with the policy and approach
- All line managers have received training in how to manage the performance process
- All line managers fully understand the Guidance on using the Performance & Progression Criteria (Appendix II)
- All milestones in the process are met
- Line managers are reminded in a timely manner to complete all milestones
- Online systems are robust and fit for purpose

## Monitoring arrangements

This policy will be monitored regularly by the Chief Operating Officer will be reviewed every three years by the Chief Operating Officer and the People Manager.

## Appendix I

### Performance & Progression Criteria

<p><b>Exceeded</b> <i>Performance at this level is considered outstanding. It is characterised not only by achieving exceptional results in terms of quality, quantity and timeliness but by consistently going beyond those normally expected of the position</i></p>	<ul style="list-style-type: none"> <li>• <i>Contributes to a greater degree than expected to achieving organisational goals</i></li> <li>• <i>Completes significant and unexpected goal that was added during the performance cycle, while successfully completing all originally established goals in the work plan</i></li> <li>• <i>Demonstrates outstanding core competencies and organisational values</i></li> <li>• <i>Delivers above and beyond in all aspects of job description</i></li> <li>• <i>Maximises outcomes by using outstanding problem solving skills and introducing innovative methods</i></li> <li>• <i>Uses own initiative and effectively pursues or designs necessary processes, including CPD, for successful implementation, resulting in gains for the organisation</i></li> <li>• <i>Performance is outstanding without support for the entire cycle</i></li> <li>• <i>Executes tasks in an unexpected situation that were not part of the original workplan for an extended period</i></li> </ul>
<p><b>Fully Met</b> <i>Performance at this level is considered consistently good. It is characterised by achieving goals in terms of quality, quantity and timeliness and represents robust performance expected of the position</i></p>	<ul style="list-style-type: none"> <li>• <i>Performs assigned responsibilities consistently well</i></li> <li>• <i>Completes all critical activities in a timely manner</i></li> <li>• <i>Effectively applies knowledge and skills to get the job done and ensure that organisational goals are met</i></li> <li>• <i>Show consistently good work habits, follows an established work schedule and completes projects and tasks thoroughly</i></li> <li>• <i>Provides reliable contributions</i></li> <li>• <i>Demonstrates solid team work skills, learns from mistakes and contributes in a positive way to the overall working environment</i></li> <li>• <i>Shows interest in developing new knowledge and skills</i></li> <li>• <i>Makes clear and consistent progress towards identified goals in performance review</i></li> </ul>
<p><b>Partly Met</b> <i>Performance at this level is considered to require improvement. Quality and timeliness of work reflect shortcomings or the quantity of work produced falls short of what is outlined in the job description. Some results are inadequate after consideration of any relevant circumstances beyond the staff member's control. Certain aspects of the role can only be achieved with a level of support or supervision that is disproportionate to that which would reasonably be expected from an individual in this role and at this level.</i></p>	<ul style="list-style-type: none"> <li>• <i>Has incomplete understanding of one or more important areas of work and/or policy implications</i></li> <li>• <i>Shows inconsistency in performance assigned responsibilities</i></li> <li>• <i>Uses unreliable methods for completing assignments</i></li> <li>• <i>Is unreliable</i></li> <li>• <i>Tries to circumvent established procedures</i></li> <li>• <i>Is reluctant to accept responsibility</i></li> <li>• <i>Is disorganised when carrying out assignments</i></li> <li>• <i>Is unable to utilise avenues of support and is reluctant to ask for help</i></li> <li>• <i>Inconsistently communicates essential information to colleagues</i></li> <li>• <i>May be present and punctual and demonstrate good interpersonal skills but work-related skills and knowledge are inconsistent</i></li> <li>• <i>Need for improvement and development has been periodically communicated to the line manager, a plan of action has been put into place to support and the line manager sees progress towards improving identified performance challenges</i></li> </ul>
<p><b>Not met</b> <i>Performance at this level is inadequate. Quality and timeliness of work reflect serious shortcomings or the quantity of work produced falls well short of what is outlined in the job description. Results are inadequate after consideration of any relevant circumstances beyond the staff member's</i></p>	<ul style="list-style-type: none"> <li>• <i>Does not meet defined success criteria or the majority of performance goals</i></li> <li>• <i>Quality and quantity of work are inadequate for the level of the position</i></li> <li>• <i>Outcomes do not meet the minimum requirements</i></li> <li>• <i>Demonstrates little or no contribution to organisational goals</i></li> <li>• <i>Fails to meet own work objectives</i></li> <li>• <i>Is inattentive to organisational priorities and administrative requirements</i></li> <li>• <i>Has poor work habits resulting in missed deadlines and/or incomplete/inadequate work</i></li> <li>• <i>Is a poor role model with regards to organisational values</i></li> <li>• <i>Attitude is poor resulting in lack of respect from colleagues</i></li> </ul>

*control. Failure to complete tasks or execute duties assigned to the role or meet deadlines have a negative impact on the ability of the team to meet its goals.*

- *Shows lack of response to line manager's support for performance improvement and professional development*
- *Specific, repeated examples of unsatisfactory performance have been communicated to the staff member both verbally and in writing, along with specific targets and suggestions for improvement*

## Appendix II

### Guidance on using the Performance & Progression Criteria

The following guidelines aim to support line managers in using the Performance & Progression Criteria for overall performance evaluation.

The overall performance evaluation should be based on the given criteria and must be consistent with the individual evaluations and their relative importance. The relative importance of the outcomes and organisational values is an important element to take into account to ensure a consistent overall evaluation at the End of Cycle.

Discussions at the Beginning of Cycle, Mid-term Review and End of Cycle help to build a common understanding of this relative importance.

#### Beginning of Cycle

Providing a solid foundation at the start of the performance management cycle provides the context for strong performance and facilitates a quality assessment.

It is important to:

- Clarify what needs to be accomplished (outcomes) and how the work should be achieved (organisational values).
- Ensure that outcomes are SMART and can be measured effectively
- Discuss the relative importance of outcomes and organisational values:

*When determining the relative importance of outcomes, consider:*

- *The importance of successful achievement during the performance period*
- *The impact to the hub/foundation/organisation if the outcome is not achieved*
- *The range of stakeholders impacted by achievement*
- *The importance of each outcome relative to other outcomes*
- *The complexity of the outcome (e.g., interdependencies, breadth of stakeholder groups, organisational resistance, level of ambiguity)*
- *The degree of challenge taking into account the professional knowledge and skills required to deliver*

*When determining the relative importance of the organisational values, consider:*

- *The positive impact of the required values within the foundation and across the organisation as a whole*
- *The potential negative impact if the values are not demonstrated*
- *The importance of the values in successfully achieving the agreed outcomes*

#### Mid Term Review

In addition to discussing progress against what was planned at the start of the performance management cycle and making any necessary adjustments to deliverables, review the relative importance of each outcome and organisational values. This will contribute to a quality End of Cycle assessment.

#### End of Cycle

During the End of Cycle discussion, revisit the relative importance of each outcome and value.

- ✓ Evaluate the individual outcomes and values framework

- ✓ Prior to determining the overall performance evaluation, review the description of how the different criteria in the scale are characterised. Reflect also on the staff member's self-assessment and your own evaluation and comments at the outcome/value level, as well as the relative importance of each outcome and value

*When determining the overall performance evaluation, consider:*

- *The overall performance evaluation should be based on the description in the Performance & Progression Criteria and must be consistent with the individual evaluations and their relative importance.*
- *If all evaluations are the same e.g., all Fully Met, then the overall performance evaluation should be the same e.g., Fully Met.*
- *If there is a mix of evaluations, the overall performance evaluation should take into account the evaluations for the most important deliverables and values.*
- *If there are individual evaluations of Exceeded for any outcome or value, careful consideration should be given before assigning an overall evaluation of Not Met or Partly Met*
- *If there are individual evaluations of Not Met for any outcome or value, careful consideration should be given before assigning an overall evaluation of Exceeded. This would not be appropriate in such cases.*
- *Any overall performance evaluation of Not Met, Partly Met or Exceeded must be justified on the form and if there is a mix of evaluations at the outcome/value level, this should be explained.*