

Performance Management of the Headteacher (revised 2008)

The purpose of this fact card is to offer governors a summary of their potential involvement in the performance management of the Headteacher. From a governor's point of view there are strong links between the duty to promote high standards and the part played by the performance management process in raising standards. When implemented effectively, performance management engages staff in their own development, it is motivating, it drives success and school improvement.

The performance management cycle

1. Identify strengths and areas for development with clear links to school improvement
2. Agree priorities and set objectives linked to school improvement
3. Conduct interim reviews and implement professional development strategies
4. Conduct performance reviews, evaluate outcomes and make recommendations for pay progression where appropriate

It is important to recognise that there are two distinct aspects to the governing body's role in whole school performance management.

1. ***The governing body establishes a whole school performance management policy, where the Headteacher is responsible for the performance management of all teaching staff and reports annually to the governing body on the effectiveness of this process.***
2. ***Two or three governors are appointed to carry out the performance management of the Headteacher in collaboration with the School Improvement Partner (SIP); they agree a planning statement where new objectives are set and review progress against the previous year's objectives.***

This document focuses on governors' role in the performance management of the Headteacher

Quick Reference - Checklist

1. Ensure that the governors' scheme of delegation sets out a framework identifying **performance management governors** and a **reviewing officer**, and clearly states who has the delegated power to review the pay of the **Headteacher** as well as other staff on the leadership spine, and teachers eligible to move onto or up the upper pay spine. Refer to the governing body decision planner on www.governor.net.co.uk for guidance.
2. Ensure that there is an agreed pay policy and performance management policy in place.
3. Appoint 2 or 3 governors as **performance management governors**.
4. Appoint one governor as a **reviewing officer** who will consider whether the process has been conducted in accordance with the performance management policy, if it is challenged by the Headteacher.

5. Early in the Autumn term, the **School Improvement Partner (SIP)** will contact the school to make an appointment to oversee and advise the governors on the review of the Headteacher's performance and setting of new performance targets.
6. It is recommended that the governors ask the Headteacher to submit an optional self-evaluation summary to inform the review of performance in addition to interim mid-cycle reports.
7. On the review day, the SIP will meet initially with the Headteacher and separately with the performance management governors to discuss performance and target setting in the context of whole school performance and to help identify future priorities in preparation for the review meeting.
8. At the governors' review meeting the governors are expected to lead the meeting and to nominate a note taker. There should be no surprises at this meeting. The SIP's role is largely that of an observer while the panel conducts the discussion with the Headteacher.
9. Governors will consider the evidence presented by the Headteacher and advice from the SIP to determine whether the Headteacher has met their objectives and to explore possible objectives for the next cycle.
10. Governors complete a **performance review statement** (a standard template is available through the Governor Support Service) which captures the progress made towards objectives, identifies future objectives including training and development objectives and considers Headteacher's work life balance.
11. The review statement must be returned to the Headteacher for comment within 5 days of the review meeting.
12. A final version is signed by the performance management governors and made available to the Headteacher and reviewing officer for comment.
13. The Headteacher can appeal to the reviewing officer if governors have failed to comply with the performance management policy.
14. The pay panel, or governors with delegated powers to review pay, will consider recommendations for pay review in accordance with the schools pay policy.
15. The pay panel will take into consideration whether staff have met their objectives and are eligible for pay review. Headteacher pay awards should be made in the context of the school pay policy and take into consideration the seven point pay scale of the Headteacher (Individual School Range) which is related to the size and context of the school.
16. The performance management and pay review of the Headteacher **must be completed before 31st December**.
17. Performance management governors ensure there is ongoing monitoring of the Headteacher's progress during the year.

Key Roles and Processes

Performance Management and Pay Policies

Governing bodies must :

- Establish and review linked policies which:
 - ⇒ set out the basis on which teachers' pay will be determined
 - ⇒ describe how the performance management arrangements will work including classroom observation protocol; and
 - ⇒ state procedures for appeals
- review policies annually and seek to agree revisions with trade unions
- receive an annual report from the Headteacher on performance management arrangements.

Separate model pay and performance management policies, based on nationally agreed policies, are available from the Local Authority's HR and Governor Support Services.

The Governing Body:

- Appoints two or three governors as **performance management governors** to take the role of reviewers for the Headteacher
- Performance management governors must not be employees of the school
- (for a voluntary aided school, if the governing body appoints:
 - Two governors, at least one must be a Foundation Governor of the school;
 - Three governors, not less than two of them shall be Foundation Governors)
- Appoints a **review officer** to hear any complaint about the performance management process. This is normally the chair of governors except when he or she is a performance management governor.
- Ensures that the performance management policy is working effectively and reviews it annually.

Performance Management Governors:

- Receive and/or commission evidence to be collected relating to the Headteacher's performance
- Take advice from the School Improvement Partner (SIP), when agreeing objectives and reviewing the Headteacher's performance
- Make recommendations concerning salary to the appropriate committee
- Undertake training in this role
- Draft the **review statement**
- Monitor progress towards targets during the year.

School Improvement Partner (SIP):

- Provides advice and support to the performance management governors on the performance management of the Headteacher.
- Meets separately with the Headteacher, and performance management governors to discuss the Headteacher's performance review ahead of the formal review meeting

- Meets with the Headteacher and the performance management governors for the formal review

Setting Objectives

Objectives must be ;

CLEAR, without ambiguity or confusion about desired outcome

MEASURABLE, expressed so that all parties will know if objectives are achieved

CHALLENGING, sufficient to bring about *significant* improvement

Objectives help improve performance because they;

- create a common understanding of priorities
- are motivational by providing something to aim for
- indicate personal responsibility
- aid clear communication and promote commitment
- provide a way of generating action and monitoring performance improvement
- help Headteachers and teachers to prioritise and focus on improvement
- Identify continuing professional development opportunities

Headteacher's Planning and Review Statement

- Is drafted by the performance management governors and includes
 - evidence of progress towards objectives set the previous year
 - agreed objectives for next year
 - any recommendations for pay progression
- Must be drafted within 5 days of the planning/review meeting and passed to the Headteacher for comment
- A final version is signed by the performance management governors and made available to the Headteacher and reviewing officer for comment
- Is subject to the outcome of any appeal
- Shall be completed before 31st December
- Is copied to the committee that is responsible for making decisions on pay.

Headteacher:

- Presents evidence, evaluates his or her own performance and agrees objectives with the performance management governors
- Is strongly recommended to carry out their own self-review of performance (N.B. this is not a requirement)
- Ensures all teachers have their performance reviewed by 31st October
- Reports annually to governors on the effectiveness of performance management in the school

Review Officer:

- One or two governors who are not performance management governors or involved in the appeals process
- Usually the chair of governors
- If called upon, the review officers can instruct the performance management governors to prepare a new plan and statement if they are of the opinion that the Headteacher's planning statement is
 - a) inconsistent with the school's improvement priorities, or
 - b) does not comply with the performance management policy

Pay Committee:

- May include performance management governors
- May not include members of staff
- Considers recommendations on pay for eligible teachers as well as the Headteacher
- Eligible teachers are:
 - Teachers moving onto the upper pay spine
 - Post threshold teachers
 - Advanced skills teachers

- Members on the leadership group (Headteacher, Deputy Headteachers and Assistant Headteachers)
- The Headteacher or line manager make professional decisions about teachers' performance and ensures there is evidence to support his or her pay recommendations.

Factors to take into account when making a recommendation about Headteacher's pay

- Is there evidence of sustained high quality of overall performance?
- Is there evidence of achievement of specific objectives and were these appropriately challenging to bring about **significant** school improvement?
- What can the school afford?

Common Questions

What happens when a new Headteacher is appointed mid-cycle?

The governing body determines the length of the first cycle with a view to bringing it in line with the school's annual cycle

How long should records relating to performance management be kept?

The Headteacher's planning and review statement should be retained for 6 years

What factors should be considered when agreeing objectives for the Headteacher?

Objectives should take account of:

- *the Headteacher's personal aspirations and work-life balance*
- *the school's leadership and management*
- *pupils' progress*
- *key priorities for the school*
- *the need for objectives or key milestones to be met within a year*

Sources of further information:

The latest news and downloadable documents relating to performance management can be found at: www.teachernet.gov.uk/performancemanagement.