



Managing People Policy September 2021

Office use

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Associated documents:			
<ul style="list-style-type: none"> Professional Development policy General Principles and Practices document Induction policy 		<ul style="list-style-type: none"> Early Career Teacher Induction policy Line manager resources – Staff portal Disciplinary policy 	
Links to:			
<ul style="list-style-type: none"> Equality Act 2010. Employment Rights Act 199 		<ul style="list-style-type: none"> Employment Relations Act 1999 Employment Act 2008 	

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1 Policy statement and introduction

- 1.1 We are committed to supporting every member of staff to ensure that everyone is reaching their full potential based on professional standards, they receive regular high quality CPD and access to clearly defined career pathways.
- 1.2 We will make sure that every member of staff knows what is expected of them in their role, through job descriptions and regular line management meetings, and provide guidance and support as to how to meet the appropriate standards.
- 1.3 Regular line management meetings are an important aspect of managing our people effectively and offer a great opportunity to motivate, coach, develop and mentor, share key messages and gain feedback and insight into how things are going. They are essential in terms of both workload and well-being. Every member of staff should have the opportunity of a 1-2-1 meeting with their line manager at least once every half term.
- 1.4 If there are concerns with your performance, your line manager will discuss this with you at the earliest opportunity and support you to improve. If after a reasonable period of support (including any reasonable adjustments) we still feel your performance isn't at the required standard, it may be necessary to start a formal process in line with this policy.

2 Purpose

- 2.1 This policy outlines our commitment to effective line management and provides a fair and equitable framework for dealing with performance concerns.
- 2.2 Where concerns have been raised line managers will need to demonstrate through clear, documented evidence that they have consistently taken steps to make you aware of the concerns, agreed a support plan, given actionable feedback and reviewed your performance regularly.

3 Scope

- 3.1 This policy applies to all members of staff outside of their induction period. Members of staff with under 6-months service will be managed under the Induction Policy. It does not apply to agency workers, self-employed contractors or volunteers.

3.2 For Early Career Teachers (ECTs), this policy will run alongside the statutory induction review and appeals process and the ECT Induction policy. If this policy is implemented before the end of the ECT induction period, or at the end, where the decision is that the ECT will fail their induction period, any support the ECT has received through their induction period will be regarded as taken under the review process and the procedure will start at Stage 3. (i.e. there is no requirement to start from the beginning unless there is a compelling reason to so).

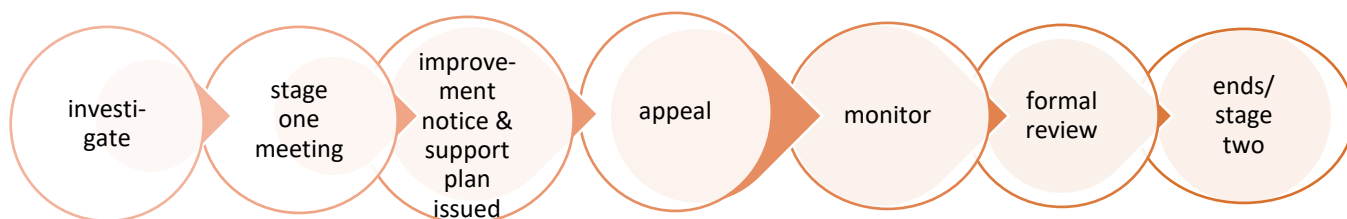
Where executive and chief leaders are subject to this procedure, the appropriate level of management or trustees to lead the process will be decided based on the circumstances. The involvement of trustees will be decided on a case by case basis.

3.3 If the performance concerns are more about your behaviour at work e.g., you have been negligent in your duties and this relates to conduct, the disciplinary procedure will be used instead. It might be through the course of addressing your performance we find that there are conduct issues, if that is the case then we may switch policies or use more than one. If that happens steps under this policy will be regarded as been taken under the other policy.

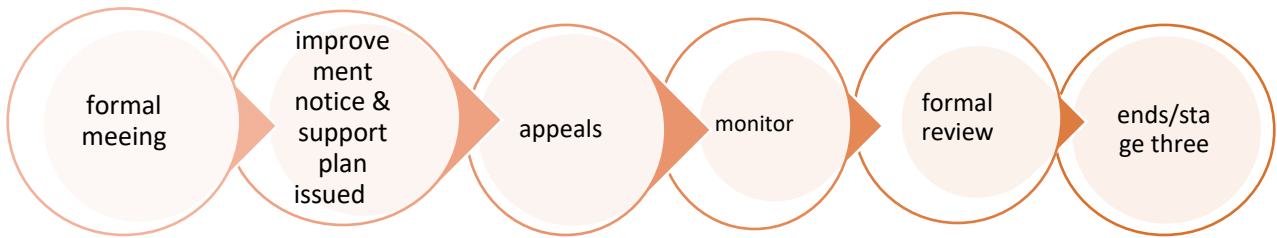
4 General steps of the procedure

This is a summary illustration of the steps in the procedure as you read through the document. It is not confirmation of how every case will be resolved.

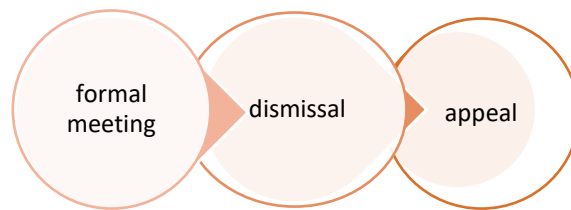
Stage1



Stage 2



Stage 3



5 General approach to meetings

Your right to be accompanied

- 5.1. You have the right to be accompanied by a work colleague or a trade union representative at all meetings under this policy where the outcome could be a formal warning, or dismissal. This doesn't include monitoring, investigation or management meetings.
- 5.2. If you want to exercise this right, you should tell us as soon as possible who you want to accompany you. It's also your responsibility to ensure their attendance by giving them the necessary details.
- 5.3. Your companion can address the meeting to help explain and sum up your case, respond on your behalf to any views expressed at the meeting and to confer with you. What your companion doesn't have the right to do is answer questions on your behalf, address the meeting if you don't want them to or prevent other parties from explaining their case.

Notification of a formal meeting

- 5.4. If you are invited to a formal meeting, we will write to you to tell you and normally advise;
 - The stage of process and the meeting details, giving at least five working days' notice.
 - What has led us to this point of having a serious concern around your performance.

- Provide you with any documentation that will be referred to at the meeting.
- The possible outcomes from the meeting e.g. issuing of an improvement notice, other management action or dismissal.
- That you can submit information to us in advance of the meeting and to let us know contact details of any witnesses you would like to attend as part of your response.
- Information that will be referred to as part of the meeting will be shared in advance.

Appeal meetings

5.5. You may appeal against any performance improvement notice given to you, or your dismissal, or other formal action taken under this policy, such as redeployment or demotion.

To do this, within five days of receiving the outcome in writing, you should put in writing exactly why you are appealing. These meetings are not a re-hearing, but to look at such areas like:-

- Any procedural irregularities or prejudiced decisions
- The basis of the decision does not support the decision or was misinterpreted or not taking properly into account
- The decision was unreasonable or unjustified based on the available information

5.6. Stage one and two appeals will have a member of the academy's senior leadership team or a business leader as the decision maker.

5.7. Stage three appeals will have a decision making panel, chaired by at least by someone at the level of an executive principal and executive leader. Two other members will be at least senior and business leadership level.

5.8. If you are at senior leadership level and above, the appropriate level of leadership will be appointed to hear appeals at each stage, including committee board members.

6 Considering the formal procedure

Investigation into performance concerns

- 6.1. Before taking any formal action, your line manager will carry out an investigation of the concerns, the way we do this will vary and depend on the circumstances and might include a review your Personal Development Plan, your general day to day work activities, recent support plans or projects and reviews and any other documents or sources of information.
- 6.2. If your current levels of performance is linked to a medical issue or a personal reason it is important that we are aware of this so that we can fully support you. If this is the case, we may consider seeking medical advice through occupational health or your GP and consider any reasonable adjustments before making a decision.
- 6.3. If after the investigation, your manager decides to move to a formal procedure, you will be notified. If not, but there are other management actions that are appropriate e.g. continuing with a support plan, we will discuss this with you.

7 Implementing the formal performance improvement meetings (Stage 1&2)

- 7.1 There are usually two stages to the process prior to considering dismissal.
 - First performance improvement meeting, followed by a first performance improvement notice that will be in live for 12 working weeks; and
 - Final performance improvement meeting, followed by a final performance improvement notice that will be live for 24 working weeks.
- 7.2 We will invite you to a meeting in line with point 6 above. The meeting will be chaired by your line manager. A member of the HR team will also be in the meeting to help advise on procedural points but is not part of the decision making.
- 7.3 It is your responsibility to attend the meeting, but if you cannot, we will reschedule within five working days, provided we are satisfied with your explanation for not attending. Assuming we are satisfied we will reschedule once. We may also make our decision without you being present, if deemed appropriate.

At the formal performance improvement meeting

- 7.4 We will go through the details of our concerns, so you fully understand our views and what levels of performance you need to achieve to reach and maintain the professional standards for your role. This will be based on evidence outlined in section 6.1.
- 7.5 You'll be given an opportunity to respond to those concerns, ask any questions, present your own evidence,
- 7.6 We will discuss with you the detail of your targets for improvement that you need to meet in twelve working weeks. We will explain the support plan of action that will be implemented to help you to reach these targets, such as training, mentoring etc. You will also be asked for your input into this support plan as well.
- 7.7 If there are unanswered questions or points of clarification needed, before a decision is made, we might decide to adjourn the meeting for up to five working days to allow this.
- 7.8 If we decide at any point during the process that no further action is required, you will be informed at the earliest opportunity and confirm this in writing.

After the formal performance improvement meeting

- 7.9 Within one working week of the meeting, we will write to you confirming that there is a formal performance improvement notice in place for up to twelve working weeks, along with a copy of the agreed support action plan.
- 7.10 The plan will make it clear who is responsible for ensuring each type of support is provided, what interventions will take place, targets for improvement, measures of success, dates and times for when monitoring meetings will take place during this period and with who. You will also have notes from the meeting and be asked to confirm they are an accurate record of the discussion. See appendices A & B for Support action plan templates.
- 7.11 After twelve working weeks of the support plan being in place, you will be invited to a formal review meeting to review your progress and consider, whether there is a requirement to move to the next stage or if there is sufficient evidence that you have met the targets and we conclude the process at that stage.

7.12 The possible outcomes of this meeting are;

- If your performance has improved to satisfactory levels the process will end and no further action will be taken or;
- If there has been substantial improvement but the standard needed has not yet been achieved. The review period may be extended for up to thirty working days.
- If your performance has not achieved the standard, you'll be moved to the next stage of the procedure. If during the review period it is apparent that you will be unable to reach the targets set for you at the end of the review period, then we may move to the next stage even if the review period hasn't been completed.

7.13 If performance concerns are serious and as an example, we mean there are safeguarding implications or there has been a significant impact on student and department outcomes and the facts warrant it, we may skip a stage of the procedure. For example, for serious poor performance we may move straight to a final performance improvement meeting. If you are grossly negligent, such that we could dismiss you without any written warnings, we may move straight to the meeting in paragraph 9 below to consider your dismissal. If your poor performance is more to do with refusing to work to acceptable standards (rather than difficulties doing it), we may use our Disciplinary Policy.

8 Dismissal meeting (Stage 3)

8.1. If, there is an active final performance improvement notice in place and your performance has not improved to the required standard during the review period, or your performance has been grossly negligent, you may be invited to a meeting (paragraphs 5 and 6 above) at which you could be dismissed on the grounds of capability.

8.2. Before dismissing you, we will consider whether you are likely to improve significantly within a reasonable time. We may also explore other actions short of dismissal. These may include moving you to a different role, demoting you, and/or extending your final performance improvement review period. If we demote you, your pay and/or benefits may be reduced accordingly. Any role changes will be those that are currently existing within the trust and therefore may not be at the same status, the same duties or at your current normal place of work.

8.3. Our decision following this meeting will be sent to you in writing within ten working days of the meeting.

Appeals

- 8.4. These meetings will be convened in line with section 5 above. Our final decision will be sent to you in writing. We try to do this within two weeks of the appeal meeting. You do not have any further right to appeal.

9 Review of the policy

- 9.1. This policy is reviewed annually by the Head of HR who will monitor the application and outcomes of this policy to ensure it is working effectively.

Appendix A.

Example Template - Support action plan

INSERT DATE for a period of 4 school weeks to INSERT DATE

Name of staff member	Name of Appraiser	Date of meeting
Support to be provided	Staff member	
Area of improvement 1:		
Specific actions needed	Success Criteria	Evidence to be used to assess progress
Support/resources to be provided	Support/resources to be provided	Support/resources to be provided

Area of improvement 2:

Specific actions needed	Success criteria	Evidence to be used to assess progress
Support/resources to be provided	Support/resources to be provided	Support/resources to be provided

Area of improvement 3:

Specific actions needed	Success Criteria	Evidence to be used to assess progress
Support/resources to be provided	Support/resources to be provided	Support/resources to be provided