

The Governors' Role in Headteacher Performance Management

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The Governors' Role in Performance Management

“This session will provide an overview of governors’ responsibilities, the role of the headteacher’s performance management panel, the role of the external adviser and how the performance management process links to decisions on pay.”

Ofsted Inspection Framework

Inspectors will consider whether governors

- understand how the school makes decisions about teachers' salary and pay progression,
- performance manage the headteacher rigorously.

Legislative Background

- Appraisal regulations first introduced in 1991
- New regulations 2001 – first statutory link with pay
- The Education (School Teacher Performance Management) (England) Regulations 2006
- The Education (School Teachers' Appraisal) (England) Regulations 2012
- STPCD 2013 – Performance Related Pay

2012 Regulations

The governing body must...

- a) Inform the headteacher of the standards against which the headteacher's performance will be assessed, AND
- b) Set objectives for the headteacher in respect of the appraisal period.

National Standards of Excellence for Headteachers

- Jan. 2015
- Non-statutory
- Should be used to inform appraisal and professional development of heads and other leaders.
- Describes the role of a headteacher.

General Requirements:

- Gov bodies must have a written appraisal policy for teachers (inc. headteacher)
- Gov body must appoint external adviser for head's Appraisal review
- Objectives to contribute to improving education of pupils
- Schools must have an annual appraisal process
- Teachers must have appraisal report setting out:
 - an assessment of their performance
 - an assessment of their training and dev needs
 - recommendation on pay.
- These are set out in regulation for maintained schools and considered good practice in academies.

Requirements (continued):

- Teachers' Performance to be assessed against Teachers' Standards
- prescription removed, for example:
 - no more 3 hour maximum observation in a year
 - No annual review of policy
 - Number of governors on the panel no longer regulated, but set in policy
 - Statutory timescales removed
- GB has statutory responsibility for pay and appraisal – including making final decisions about the pay of all teaching staff.

Role of Governors in Teacher PRP

- The headteacher is responsible for managing the performance of the staff, the GB is responsible for performance managing the headteacher.
- The headteacher should provide information to the governing body about the quality of teaching and appraisal outcomes.

Appointing the panel

- A whole governing body decision (every year)
- 2 or 3 governors
- School staff (governors) are not eligible
- Further stipulations for faith schools on which proportion of foundation governors on panel.
- What about the chair of governors?
- Liaise with external adviser re timing
- Relationship with Pay Committee

Role of the External Adviser

- Not set out in the Regulations – “suitably skilled and/or experienced”
- Who chooses?
- How well do they know the school?
- Relationship with the Head?
- Contributes to professional dialogue
- Adviser to the panel

Performance Management Principles

- Assumption that headteachers are *committed and responsible professionals, doing their job effectively*
- **Planning meeting before Dec 31st**
- All elements agreed at planning meeting
- Professional dialogue through the year

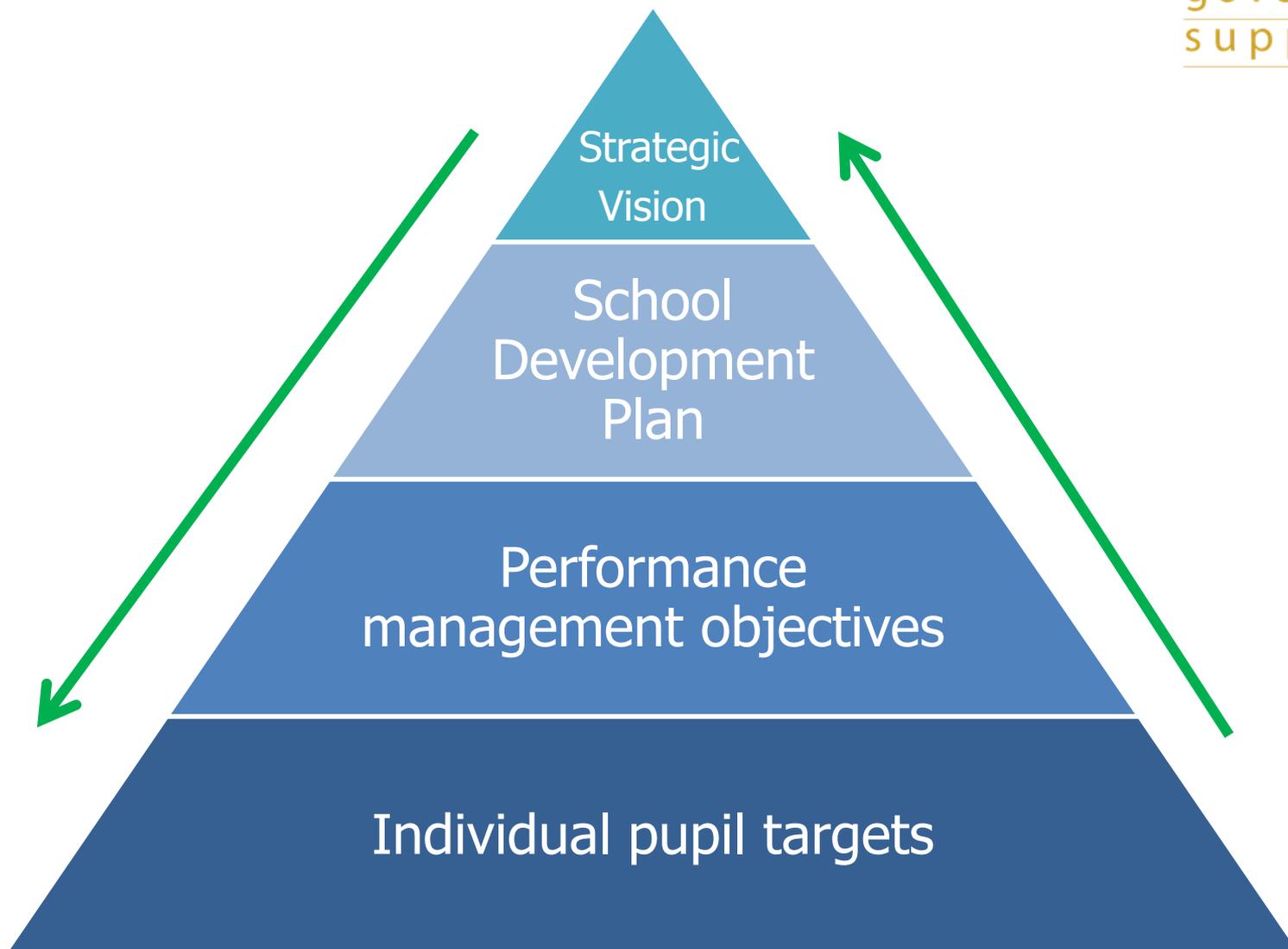
Overall Performance

Two elements to “overall performance”

- Day to day performance in the job
and
- Progress against the agreed objectives

The Big Picture

Aims & ethos



Elements of Appraisal Meeting

- Preparation
- Review
- Planning
- Recording

Preparation

- Setting a date
- Liaison with external adviser
- Gathering evidence
- Reviewing related documents

Review

- Discussion / reflection/ assessment of day to day performance
- Progress against objectives
- Overall assessment
- Pay recommendation

Planning

- Setting objectives
- Setting success criteria
- Identifying support and development needs
- Agreeing monitoring arrangements

Recording

As soon as practicable following the end of the appraisal period..... the governing body must provide the headteacher with a written report of the headteacher's appraisal in respect of that period.

Planning and Review Meeting

Reviewers will also need to consider:

- School Pay Policy
- School Appraisal Policy

Planning and Review Meeting

Objective Setting

- Clear link with school development priorities
- Reflect experience and aspirations
- Objectives should be time bound, challenging and achievable
- Success criteria should be clearly identified
- Different timescales for different objectives
- No specified number or type (but suggest 3 or 4)
- Reflect need for a satisfactory work-life balance
- Review panel responsible for ensuring rigour
- What added value do they bring – work load assess?

Monitoring

- agreed during planning meeting (mid–year review)
- provision for raising concerns
- ongoing professional dialogue
- governors must share performance evidence when it becomes available
- Head or governors can request a meeting during the cycle

Links to HT Pay

- Governors' review panel should make a recommendation to the pay committee based upon the outcome of the review meeting taking account of overall performance.
- The external adviser's role does not include advising on pay progression.

n.b. insufficient funds does not give grounds for declining a pay award.

Performance Management & HT Pay

School Teachers' Pay and Conditions Document
(STPCD) 2015: Paragraph 11

“The relevant body must consider annually *whether or not* to increase the salary of members of the leadership group who have completed a year of employment since the previous annual pay determination *and, if so, to what* salary within the relevant pay ranges

Performance Management & HT Pay

STPCD 2015

Pay progression is subject to

- The individual's performance as assessed through the school's appraisal arrangements.
- A recommendation on pay must be made in the appraisal report and the GB must have regard to that recommendation.
- Pay decisions must be clearly attributable to the performance of the individual.

Performance Management & HT Pay STPCD 2015

Pay progression is subject to

- Sustained high quality of performance having regard to the results of the most recent appraisal Should give the individual an expectation of progression up the pay range.

Performance Management & HT Pay

Other limits on headteachers' pay progression

- What does the school Pay Policy say?
- Head is at the top of the Headteacher Pay Range (Formerly the ISR 'Individual School Range')
- The Pay Range is limited by the 'group size' of the school (largely dictated by pupil numbers)
- Where the Pay Range is increased, performance points awarded for the previous year are calculated on the old (lower) pay range.

Performance Management & HT Pay

The Headteacher Pay Range

- As defined within the STPCD
- Should normally not exceed the maximum of the School Group Range
- No automatic review when head reaches the top
- Can only be changed for a serving head in the event of a significant change in the responsibilities of the post.
- Maximum of 25% above the top of the Group Range
- “Wholly exceptional” circumstances – external advice.

Performance Management & HT Pay

Reviewing the Pay Range

- Comparability with other cluster schools or schools in the same group
- Performance of the head and the school
- Any particular demands on the school
- Affordability
- Differential with a deputy or AHT and context of pay of other staff

Always have a record of GB Resolution

Governors' Wider Role in Performance Management and Pay

- Must have pay and appraisal policies in place
- Abolition of pay points and of progression linked to length of service - local pay points
- Pay progression is school specific
- The GB will be accountable for the link between performance management and pay

And finally

- Performance management is about entitlement – it should be a positive experience
- Confidentiality
- Professional dialogue should be ongoing
- Ask for support if you need it
- Ensure all your colleagues train too!