

PERFORMANCE MANAGEMENT AND CONTINUOUS PROFESSIONAL DEVELOPMENT

Issue: 3**Document Number:** SEL28**Issue Date:** January 2017**Originator:** Kate O'Toole**Review Date:** January 2020**Responsibility:** Nadine Kaminska

Select English is committed to:

- ★ developing and supporting all staff at each stage of their career
- ★ continuing to raise the quality of teaching and learning
- ★ encouraging critical, reflective practice

This policy is part of an ongoing cycle of improvement linked to the School Action Plan, and sets a framework for staff to agree and review objectives each year.

The Director is responsible for overseeing the implementation of the policy and the performance management of all non-teaching staff.

The Director of Studies is responsible for the performance management of all teaching staff. This includes:

- ★ setting and reviewing objectives in annual appraisals with teaching staff
- ★ formal teaching observations
- ★ organising peer observations
- ★ leading / organising regular teaching workshops during the summer and throughout the year
- ★ supporting teachers undertaking further training (e.g. DELTA)

APPRAISALS

Appraisals will be carried out annually with all teachers employed for more than a term on year-round courses. Appraisals will take place during the autumn term.

Objectives are agreed under the following headings:

- ★ student progress
- ★ contribution to the school
- ★ professional development

Objectives should be realistic and achievable and should take account of a teacher's previous experience and qualifications. Evidence of progress towards objectives should be collected throughout the year. The Director of Studies is responsible for providing ongoing support in meeting objectives.

OBSERVATIONS

Each teacher will have at least one formal lesson observation each academic year conducted by either the Director of Studies or Senior Teacher (observations must be conducted by experienced staff who will usually be TEFLQ). Spoken and written feedback is given within 2 days of the observation. Written feedback is kept on the teacher's file.

The aim of all observations is to identify teachers' strengths, to provide practical ideas and support for areas of development and to encourage ongoing critical self-reflection.

Further observations may be carried out if significant weaknesses are identified, in response to student feedback or on teachers' requests.

WORKSHOPS

At least two teaching workshops (lead by the Director of Studies or Senior Teacher) will take place each term and more will be provided where possible. Attendance is optional but paid at the administration rate. Teachers are also encouraged to lead workshops.

EXTERNAL TRAINING

Select English provides funding for further training (usually the DELTA qualification) for one member of staff each year under the following conditions:

1. Select English will pay up to 50% of tuition fees for a teacher taking such a course. This applies to tuition fees only and not other items such as books, exams or transport. The company can be flexible in this support in the sense that a course fee can be paid in full and then an agreed amount paid back by the teacher monthly from his/her salary.
2. Candidates should usually have worked for Select English/St. Andrew's for at least 12 months prior to application.
3. One person per year can be supported in this way. That person will be chosen by the Director of Studies, who will primarily take into account the length of time a teacher has worked with us and roles of responsibility taken on in the summer.
4. The support applies to part-time training courses so that the teacher continues teaching with Select while doing the course.

5. The course should be finished within 2 calendar years or the teacher will be asked to return the funds given. This is so as to encourage all teachers to finish the course once it is started.

Select English will also pay for attendance at one external conference / training day each year for every teacher employed for at least 12 months.

MANAGING POOR PERFORMANCE

The Director and Director of Studies are responsible for ensuring that employees are performing their duties to the best of their abilities. Every effort will be made to ensure that staff have help and support when needed. Open communication between management and staff is encouraged and staff are encouraged to ask for help and advice for any issues affecting their job performance.

Procedures for dealing with poor performance:

- ★ Performance review meeting

The cause of poor performance will be investigated and established. Where the cause is a lack of required skills, where practicable, staff will be assisted with training and given a reasonable time to reach the required standard.

- ★ Formal warnings

If an employee fails to meet required standards, despite assistance, warnings may be issued:

1. Oral warning

The employee will be told the level of performance and improvement required and a realistic time limit for achieving that improvement and a consequence of failure to achieve or maintain the improvement. The oral warning will be confirmed.

2. First Written Warning

The employee will be told the precise nature of the poor performance in a first written warning letter together with the level of performance and improvement required and a realistic time limit for achieving that improvement and warned of the consequence of failure to achieve or maintain the improvement.

3. Final Written Warning

If there is no improvement or not sufficient improvement or it is not maintained for the period stated a final written warning letter will be given setting out the details as in a first written warning but with final warning that failure to improve this time may result in dismissal.