

E2 Managing People Policy

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Statement of intent

1. The City of London Corporation strives to be an excellent employer with a modern suite of employee benefits, employment policies and procedures. It prides itself on being committed to providing high quality management, valuing the diversity of its workforce and providing the best possible learning and development opportunities for its teachers, which in turn will enable excellent service delivery.
2. The City Corporation's Code of Conduct for teachers sets out the standard of conduct required at work.
3. Managers are expected to provide teachers with appropriate supervision, guidance and the necessary tools and equipment to undertake their duties. However where standards of behaviour, performance, conduct or attendance fall short of that expected by the City Corporation, managers will take appropriate steps as set out in this policy.

4. Managers who are involved in the formal stages of the procedures are expected to be open minded, non-biased and treat teachers consistently and fairly during the course of investigations and hearings.
5. From time to time teachers may also have concerns, problems or complaints about their working environment, conditions or treatment at work. Managers are expected to deal with these swiftly and informally wherever possible mediating between parties, notwithstanding the teacher's right to progress such matters through the formal process where necessary.

Scope

6. This policy applies to all teachers of the City Corporation and any other staff on teachers' terms and conditions of employment who have completed their probationary period, except for Head Teachers for whom separate procedures apply. This policy does not apply to agency workers, consultants or other workers providing services to the City Corporation.
7. The specific procedures to which this policy applies are:
 - Disciplinary Procedure
 - Grievance Procedure
 - Capability Procedure
 - Sickness Absence Management Procedure
 - Probationary Procedure

Teachers do not have to have completed their probationary procedure to use the Grievance Procedure.

8. The Director of Human Resources will be responsible for the interpretation, advice and management of these procedures on behalf of the City Corporation.

Purpose of the Managing People Policy

9. To provide clarity about how the behaviour, actions, performance or attendance of teachers that falls short of that expected by the City Corporation and its schools will be dealt with.
10. To provide an informal and formal mechanism for teachers to raise grievances about their working environment, conditions or treatment at work.
11. To detail the formal procedures to be followed where informal action has not resulted in the required standard being sustained on a consistent basis and/or informal action is not appropriate in the circumstances.
12. To foster a working environment that as appropriate:

- Addresses minor issues in an informal setting
- gives teachers the confidence to raise concerns and grievances without fear of reprisal
- supports and encourages improvement
- learns from mistakes and experience
- takes into consideration the working relationship with colleagues, pupils, parents, carers and stakeholders and their needs and expectations.

Aims

13. To provide a fair and consistent approach to the way teacher grievances and matters of poor standards of behaviour, conduct, performance, capability and attendance will be dealt with.
14. To deal with such matters swiftly and at the lowest level within the procedure as is appropriate in the circumstances.
15. To follow good management practice and ACAS Code of Practice on Disciplinary and Grievance Procedures in the handling of such matters.

Responsibilities

16. Managers are expected to:
 - Manage all teachers consistently, fairly and objectively
 - Ensure teachers receive appropriate induction supervision and guidance to enable them to do their job effectively
 - Ensure the formal appraisal process is undertaken
 - Highlight rules, processes and procedures and any other standards expected
 - Ensure any changes to these are clearly notified to teachers
 - Deal with any matters of concern promptly, clarifying as appropriate what the concern is, what the required standard is and as appropriate an action plan which may include any support/training that will be provided, timescale for improvement, monitoring and review period
 - In the case of grievances deal with matters swiftly and as informally as possible; clarify the issue/s and remedy sought; be clear about what outcome can realistically be achieved
 - Keep notes of incidents and of meetings held with teachers where concerns are raised and ensure an appropriate level of confidentiality is maintained
 - Treat their involvement in the formal stages of the procedures as high priority to facilitate early resolution
 - Keep people management issues confidential to parties involved
 - Comply with the spirit and meaning of this policy and procedures within it

17. Teachers are expected to:

- Honour the terms of their contract of employment
- Perform their role to a high standard, working constructively with their manager and colleagues
- Comply with rules, agreed procedures, standards and reasonable management instructions
- Work collaboratively with managers and colleagues to raise, address and resolve concerns and problems at work in a timely fashion and wherever possible informally
- Treat colleagues, pupils, parents, carers and stakeholders with dignity and respect
- Co-operate with disciplinary and grievance investigations, meetings and hearings undertaken by managers and treat such matters confidentially
- Maintain good attendance and time keeping

18. HR will:

- Provide managers with professional guidance and advice on the operations of this policy and procedures within it
- Attend formal hearings and appeals to provide guidance and advice to support the Hearing/Appeal Officer
- Monitor formal action to ensure compliance with this policy and for statistical purposes.

Levels of authority

19. The types of action that can be taken by different levels of management can be found in the table at the end of this document. For the purposes of this policy the teachers included at each level are:

Level 1
Head

Level 2
Deputy Head

Level 3
Any other member of Senior Management Team (SMT) or Senior Leadership Team (SLT)

Level 4
Heads of Academic Departments, Departmental Human Resources

20. These are the minimum levels at which action can be taken. The assumption is that matters will generally be conducted within the reporting line unless there are exceptional circumstances agreed by Director of Human Resources.

21. In addition in exceptional circumstances:

- Heads with the approval of Director of Human Resources may delegate the formal responsibilities to SMT or SLT and to teachers below that level who are appropriately trained and/or have the necessary experience for decisions up to but not including possible dismissal. This would generally apply in situations where there are limited higher level managers available.
- Equivalent levels from the City Corporation may also undertake informal and formal stages of the procedures at the City of London Schools.
- Director of Human Resources may approve the use of interim managers either internal to City Corporation or from an external organisation who are appropriately trained and/or have the necessary experience to undertake the formal stages of the procedures.

22. The Teachers' Disciplinary and Capability Committees will be comprised of the Chairman, Deputy Chairman of the appropriate Board of Governors plus the Head of another one of the City Schools. The Teachers' Grievance Committee will be comprised of the Chairman, Deputy Chairman and one other member of the Board. The Disciplinary Hearing Officer, the Dismissing Officer or Grievance Resolution Manager will present the case.

List of appendices

None

Links / Other resources

- Code of Conduct
- Disciplinary Procedure
- Grievance Procedure
- Capability Procedure
- Sickness Absence Policy
- Probationary Policy

See next page for: *Table: Management levels authorised to take action*

Table: Management levels authorised to take action

Type of Action	Level 1	Level 2	Level 3	Level 4
For all teaching staff excluding Head and Deputy Head				
Supervision				
1-2-1s, informal management, supervision tasks, standard setting	Yes	Yes	Yes	Yes
Probation				
Probation Review meetings	Yes	Yes	Yes	Yes
Formal Probation Meeting including dismissal	Yes plus an HR rep	Yes plus an HR rep	Yes plus an HR rep	
Review of the Decision (Probationary Appeal)	Yes plus an HR rep	Yes plus an HR rep		
Sickness				
Sickness RTW and informal meetings	Yes	Yes	Yes	Yes
Formal Sickness Stages 1 and 2	Yes	Yes	Yes	Yes
Final Sickness Stage meetings including dismissal	Yes plus an HR rep	Yes plus an HR rep	Yes plus an HR rep	
Approval of Sickness Absence 'deferred action'	Yes plus Director HR (DHR) or rep			
Sickness Appeals against Dismissal (excluding during probationary period)	Yes either independent to the school plus DHR or rep, or the Teachers' Disciplinary Committee (proposed)			
Disciplinary				
Approve use of formal disciplinary procedures and commission Investigating and Hearing Officers	Yes	Yes		
Formal Disciplinary Investigations	Yes	Yes	Yes	Yes
Disciplinary Hearings including dismissal	Yes plus an HR rep	Yes plus an HR rep	Yes plus an HR rep	
Disciplinary Appeals other than dismissal	Yes plus an HR rep	Yes plus an HR rep		
Disciplinary Appeals against Dismissal (excluding during probationary period)	Yes either independent to the school plus DHR or rep, or the Teachers' Disciplinary Committee			

Type of Action	Level 1	Level 2	Level 3	Level 4
Suspension				
Suspension from duty	Yes plus DHR or rep	Yes plus DHR or rep		
Grievance				
Grievance Investigations and Formal Resolution meetings	Yes	Yes	Yes	Yes
All Grievance Appeals	Yes plus an HR rep	Yes plus an HR rep		
Capability				
Capability Formal Stage 1	Yes	Yes	Yes	Yes
Capability Formal Stage 2 (and 3 in exceptional circumstances) including dismissal	Yes plus an HR rep	Yes plus an HR rep		
Capability Appeals against Dismissal (excluding during probationary period)	Yes either independent to the school plus DHR or rep, or the Teachers' Disciplinary Committee (proposed)			
For the Deputy Head				
Supervision				
1-2-1s, informal management, supervision tasks, standard setting	Yes	Yes		
Probation				
Probation Review meetings	Yes			
Formal Probation Meeting (including dismissal)	Yes plus Director HR (DHR) or rep			
Probation Policy: Review of Decision	Yes independent to the school plus an HR rep			
Sickness				
Sickness RTW and informal meetings	Yes			
Formal Sickness Stages 1 and 2	Yes			
Final Sickness Stages (including dismissal)	Yes plus DHR or rep			
Approval of Sickness Absence 'deferred action'	Yes plus DHR or rep			
Sickness Appeals against Dismissal (excluding during probationary period)	Yes either independent to the school plus DHR or rep, or the Teachers' Disciplinary			

Type of Action	Level 1	Level 2	Level 3	Level 4
	Committee (proposed)			
Disciplinary				
Approve use of formal disciplinary procedures and commission Investigating and Hearing Officers	Yes			
Formal Disciplinary Investigations	Yes			
Disciplinary Hearings (including dismissal)	Yes plus DHR or rep			
Disciplinary Appeals other than dismissal	Yes either independent to the school plus an HR rep or the Teachers' Disciplinary Committee			
Disciplinary Appeal against Dismissal (excluding during probationary period)	Teachers' Disciplinary Committee			
Capability				
Capability Formal Stage 1	Yes			
Capability Formal Stage 2 (and 3 in exceptional circumstances) including dismissal	Yes plus DHR or rep			
Grievance				
Grievance Investigations and Formal Resolution meetings	Yes			
Grievance Appeals	Yes either independent to the school plus an HR rep or the Teachers' Disciplinary Committee (proposed)			
Suspension				
Suspension from duty	Yes plus DHR or rep			