



مدرستنا الثانوية الإنجليزية، الشارقة
OUR OWN ENGLISH HIGH SCHOOL, SHARJAH

GEMS
EDUCATION

PERFORMANCE DEVELOPMENT POLICY

Implemented : April 2014

Reviewed : May 2021

Next Review : May 2022

Compiled by: SLT & SMT

Approved by: Ms. Asma Gilani, Principal & CEO



1. Purpose

The purpose of this policy is to outline a clear framework for Performance Development Planning for all employees of GEMS Education based on a systematic goal-setting system linked to GEMS strategic objectives.

2. Scope

The policy applies to all OOS employees.

3. Policy Statement

3.1 **Performance Development Planning (PDP)** at GEMS Education is a shared process of regular communication between staff and Line managers about work goals, performance, and development and career paths. Work goals are aligned to the Strategic Objectives of the company.

3.2 The PDP process provides a mechanism to enable staff to develop themselves professionally through identifying their individual learning and development needs to support the achievement of their current work goals and long-term career aspirations.

3.3 The PDP process will:

- Enable staff to develop themselves professionally
- Guide professional aspirations and career paths
- Provide a systematic, common measurement and rating framework
- Identify and input employee development needs to line managers for need based professional development planning

3.4 All employees will have goals set in a documented format within three (3) months of joining or transferring roles.

3.5 Line managers and staff have a shared accountability to track goal progress and goal relevance throughout the year.

3.6 The PDP cycle is an ongoing process comprising of three main stages:

- i Goal setting (April)
- ii Mid-year review and Goal update (June)
- iii End of Year review and calibration (March)

3.7 The PDP process is centred on the Strategic Objectives of the OOS School Development Plan and is based on a scorecard with the following 'Key Result Areas' (KRAs) :

Teachers

Educational standards aligned with SPEA inspection framework:

- Student outcomes
- Quality of Teaching /Learning & Assessments
- Whole school goals

School management team

Leadership Standards aligned with GEMS / SPEA framework:

- Education Standards
- Financial,
- Leadership
- Operational and
- Customer

3.8 Each KRA has 'Key Performance Indicators' (KPIs) that all need to be achieved by the end of the PDP cycle.

This agreed scorecard facilitates departmental links and communication, and drives the right focus and fundamental measurements of the achievement of results.

3.9 For the success of OOS and the engagement of staff it is vital that every employee has clear, measurable documented goals that are linked to the SMART GEMS Strategic Objectives (see references).

3.10 The PDP form is confidential and should be treated with due care. PDP ratings should be retained for 5 years.

3.11 The following table illustrates the responsibilities of Department Heads, Line Managers, and Employees in regards to the PDP process.

PDP Responsibilities		
Department Heads/Principal/CEOs	Line Managers	Employees
Communicating the Strategic Objectives and department goals to all employees in a meaningful and relevant way	Ensuring employees individual goals are aligned with Strategic Objectives	Informing Line managers when a goal needs to change and for ensuring agreed goals are documented on the PDP online.
Ensuring that every employee within the department has a PDP in place	Ensuring all direct reports have a PDP in place	Informing Line managers when a goal is "at risk" of not being completed as soon as possible
Conducting a fair and consistent rating process	Establishing meetings to discuss goals and performance and ensuring the goals are documented	Preparing an evidence binder/ e-portfolio with documentation supporting achievement of objectives for PDP meetings
	Discussing individual development and career aspirations with employees and documenting this on the online PDP	Having a development plan in place to support learning and development.

4. Responsibilities

- 4.1 HR is responsible for the framework, tools, communication, policy and maintaining PDP processes to support the PDP system.
- 4.2 Employees are responsible for ensuring they have read and understood this policy.