



Department
for Education

Teachers' Pension Scheme Pension Board

Performance Management Policy

July 2025

Performance Management Policy and Procedure

It is intended that Performance Management is a continuous process whereby the Chair, Pension Board members and Secretariat work together to improve the effectiveness of the Board.

Annual Appraisal

1. Performance management of the Chair of the Pension Board will be the responsibility of the Secretary of State in their role as Scheme Manager. Line management for the Chair will be delegated and will sit with the Director of Teacher Workforce Directorate.
2. Performance management of Board members will be the responsibility of the Chair.
3. The Chair and all TPSPB Board members will participate in an ongoing performance review and a formal annual Appraisal.
4. Annual Appraisals for Board members will take place in January/February each year and may take place either face to face or over the phone. The secretariat will liaise with the Chair and individual Board member to identify mutually convenient times and will co-ordinate the process.
5. Annual appraisal for both members of the Board and the Chair will be against the criteria set out in the Role, Responsibilities and Person Specification circulated as part of the appointment process.
6. Individuals should provide a written self-assessment to the Chair in advance of the meeting to facilitate discussions. The Chair should then complete a written assessment and classify the individual's contribution to the work of the Board against a 3-point scale - *outstanding*, *satisfactory*, *unsatisfactory* - and ask the individual to review and sign.
7. A copy of the written assessment should be forwarded to the Secretariat for storage in order to meet TPR Code of Practice requirements. A sample form is attached at Annex A.
8. The Secretariat will liaise with the Director's office to arrange the annual appraisal for the Chair; timings will be dependent upon the anniversary of their appointment to the position. It is suggested that a similar process be adopted (assessment against Role and Person Specification), but this will be guided by the line manager's preferred approach and will be discussed during the initial familiarisation meeting which will be arranged following appointment.
9. General support will be provided by the Secretariat, which will maintain a reporting line into the Department's Head of Pensions for this purpose.

Managing Under-Performance

1. If a Pension Board member fails to carry out their responsibilities in accordance with the terms of their appointment, the Chair should adopt measures to provide support to the individual, helping them to gain the required knowledge and skills to effectively carry out their role. Solutions might include:
 - coaching to enhance performance to the standards expected.
 - tailored development to build confidence and experience; and
 - addressing competency gaps.
2. If the Chair fails to carry out their responsibilities in accordance with the terms of their appointment, their Line Manager, supported by the Secretariat and the scheme manager, will adopt similar measures to ensure the required knowledge and skills are developed.
3. Performance issues should be dealt with as soon as practicably possible and should not be left until the annual appraisal.

Relationship Management

1. The Board has elected not to have a formal grievance policy and resolve any relationship problems informally where possible. Where Board members disagree with fellow Board members, the expectation is that these issues will be discussed and resolved between those individuals.
2. The Chair can be approached to mediate where this is requested by either of the individuals and, where s(he) deems it appropriate, the Chair will take a proactive approach to managing contentious situations.
3. Where a disagreement or dispute between a Board member and the Chair cannot be resolved through discussion, the Secretariat can raise this for resolution via the Chair's line management chain.
4. Where a disagreement or dispute between a Board member and an official of the Department cannot be resolved informally, it can be referred to the appropriate Departmental Policy for resolution.

TEACHERS' PENSION SCHEME PENSION BOARD - ANNUAL APPRAISAL**Purpose of the Appraisal**

- The appraisal process aims to evaluate the effectiveness, engagement, and performance of the TPS Pension Board members. It ensures that governance standards are upheld, objectives are met, and continuous improvements are made in decision-making and oversight.

Name:	Appointment date:		
Member / Employer Representative	Reporting Period:		
Self-Assessment:			
Developmental requirements identified:			
Chair of Board appraisal:			
Assessment (check box):			
Outstanding	☐	Satisfactory	☐
		Unsatisfactory	☐
Signed:		Chair of Board signature:	
Date		Date	
COMPLETED FORMS SHOULD BE FORWARDED TO THE SECRETARIAT FOR STORAGE.			

Learning Questionnaire for TPSPB members to support annual Appraisal and TPR Code of Practice requirement.

- Paras 47-54 of the Pension Regulator's Code of Practice sets out that individual board members should be conversant with their scheme rules and documented administration policies and should have appropriate knowledge and understanding of the law relating to pensions.
- The Regulator defines this as *having a working knowledge*, so that pension board members can effectively carry out their duties. It is not a requirement for board members to be fully conversant with every aspect associated with the work of the board, but rather the board has a good representative knowledge, and that individuals know where to go to access further information.
- The level of knowledge set out in the regulator's e-learning modules is the expected level of knowledge.
- The Code of Practice also notes that it is the responsibility of individual pension board members to ensure that they have the appropriate degree of knowledge and understanding to enable them to properly exercise their functions as a member of the pension board.

Individual Board Member Assessment	
How effectively do you contribute to discussions and decision-making?	Very Effectively ☐ Somewhat effectively ☐ Could be improved ☐ Comments:
To what extent do you feel you receive adequate information to fulfil your role?	Receive all information needed ☐ Would like more information ☐ Comment:
How would you assess your understanding of the TPS Pension Board's responsibilities and objectives?	Fully Understand ☐ Moderate, room for improvement ☐ Limited understanding ☐ Areas for further learning ☐ Comment:
Would additional training or support help you be more effective in your role?	Yes ☐ No ☐ Comment:
Board Effectiveness Assessment	
To what extent does the board operate with a clear and well-structured governance framework?	Very clear and well-structured ☐ Somewhat clear ☐ Not clear ☐ Comment:
How effective is the board in overseeing risk management and compliance?	Very effective ☐ Somewhat effective ☐ Not effective ☐ Comment:

How effective is the board in holding the scheme administrator accountable?	Very effective ☐ Somewhat effective ☐ Not effective ☐ Comment:
Board Dynamics and Communication	
Does the board successfully engage with stakeholders and communicate key decisions?	Yes ☐ Partially but could be improved ☐ No ☐ Comment:
Is there a culture of openness and constructive debate in board meetings?	Yes ☐ Somewhat but could be better ☐ No ☐ Comment:
Are meeting agendas clear, focused, and well-structured?	Yes ☐ No ☐ Comment:
Do board members collaborate effectively and support one another in fulfilling their roles?	Yes ☐ Somewhat but could be better ☐ No ☐ Comment: