



Non-Teaching Staff Appraisal Policy

Approved by: Clarion Academy Trust Trustees

Date: 5 December 2019

Last reviewed on: December 2017

Next review due by: December 2021

This policy applies to support staff employed by Clarion Academy Trust (CAT), except those on contracts of less than one term, those subject to capability procedures.

Appraisal

CAT is committed to enabling staff to work to the high standard expected of them with the aim of delivering outstanding educational provision. This policy complies with current legislation and is a key part of our Trust's effort to ensure that effective staff appraisal is carried out. Other relevant policies that may link to this policy include the school's **staff discipline, conduct and grievance policy**.

The appraisal period

The appraisal period will run for 12 months from April to April or September to September.

Roles and responsibilities

The Board of Trustees responsible for creating this policy (through the CEO), reviewing it and ensuring that it is operating effectively. In developing the policy, the Board of Trustees has consulted with the relevant trade unions and staff.

Management of the policy, including decisions on pay awards, disciplinary action and dismissal are delegated in line with the CAT Scheme of Delegation (SoD).

The Chief Executive Officer (CEO) will decide who appraises central Trust staff. The Headteacher/Head of School (HT/HoS) will decide who appraises all support staff. Staff will be notified before or as soon as practicable after the start of each appraisal period who their appraiser will be.

Other than central CAT staff, it is the HT/HoS responsibility to ensure that all staff, particularly those appraising others, have appropriate training and support to understand and use the policy.

The appraisal procedure

The school will manage appraisal so that the process is clear to both appraiser and appraisee – throughout the cycle through an ongoing dialogue and meetings both will have a shared understanding of the objectives set, the criteria to be used to assess performance and progress towards meeting them.

In implementing this policy, the Trust/school will ensure that appraisal is managed in a way that avoids increased workload for all parties concerned, for example, reviewing the number and frequency of meetings and observations, and ensuring the process for collecting evidence is always proportionate.

Setting objectives

Objectives will be set before or as soon as practicable after the beginning of the appraisal period. The objectives will be SMART (specific, measurable, achievable, realistic and time-bound). Objectives should promote school improvement and where possible support Trust or School Improvement Plans.

Objectives will be agreed by the appraiser and member of staff. Where it is not possible for them to agree, the appraiser will decide the objectives. There will be a moderation exercise for objectives where the CEO/HT/HoS ensures that overall they are appropriate and consistent.

Objectives should be revised if circumstances change during the appraisal period.

The appraiser will inform the member of staff of the relevant standards or job description criteria against which their performance in that appraisal period will be assessed.

Reviewing performance

During the appraisal period, each employee has a responsibility for gathering evidence of their progress throughout the year for them to identify any particular strengths or areas for further development. The appraiser will then record the discussion on this evidence in the appraisal report.

Evidence could include:

- Records of training
- Completion of relevant professional qualifications
- Observations
- Evidence of working to deadlines
- Appropriate correspondence (thanks or compliments, for example)
- Timely completion of key projects, bids or pieces of work
- Developmental work related to area of employment.

Development and support

As a tool for development, the Trust/school will use appraisal to inform decisions about continuing professional development that improves performance. Agreed training and professional development will seek to develop individual good professional practice and will also relate to Trust/school improvement linked to the Trust's/school's improvement priorities.

Feedback

Appraisers are expected to give regular and timely feedback to all staff based on relevant evidence. They will highlight strengths as well as weaknesses and consider what could usefully be shared with other staff. Feedback may be given in writing or face to face.

The appraisal report and annual assessment

An interim review meeting should be arranged and completed during the review cycle. During this meeting progress towards targets should be discussed along with any issues or problems. Help and support should be provided where appropriate.

An annual assessment is the end point to the annual appraisal cycle and will formally assess an employee's performance. Once feedback has been given and by April, each employee will receive a copy of their formal appraisal report. This will be a summary of performance during the year and set out development needs for the next year. In particular, the report will outline:

- details of the appraisal period objectives
- the assessment of staff performance in relation to these objectives and any relevant standards
- an assessment of the appraisee's development needs and any action required to address them
- a recommendation on pay in accordance with the Pay Policy which will include reference to sources of evidence that may be used in assessment of pay progression, where applicable.

Appraisal reports will be kept and will inform planning for the next appraisal period.

Where there are concerns about an employee's performance

The appraiser will arrange a face-to-face meeting with the appraisee to:

- give feedback that clearly explains concerns, their nature and seriousness
- give the appraisee the opportunity to comment on and discuss the concerns
- find out if there are any issues (both in or outside of work) that are affecting their performance that the appraiser can assist with or provide extra support
- make clear how the appraisee will be supported (e.g. coaching, mentoring, training, structured observations, observing others in a similar role) to address the concerns. *[This will be an informal review period and will be confirmed in an Action Plan]*
- set a date to review progress using targets that are reasonable and practical, related to the seriousness of the concerns and which allow sufficient time for improvement
- make sure the appraisee understands the implications, including the use of the capability procedure, if insufficient or no progress is made during the review period.

This meeting can take place at any time during the appraisal period. It is intended to be supportive, and to give the appraisee the opportunity to improve. At the meeting, the appraiser will present evidence collected that indicates how the employee's performance is not up to the required standard. There is no right to be accompanied to this meeting. The appraiser will provide the appraisee with notes from the meeting *[and an Action Plan]* so that the appraisee is clear about the improvements that need to be made, the support that will be provided and the timescales.

At the end of the review period (up to 6 weeks), if the appraiser is satisfied that the appraisee has made or is making sufficient progress, the appraisal process will continue as normal and any remaining issues will be addressed as part of the appraisal process. The review period may be extended for a further limited period. If there is no improvement, or insufficient improvement, the capability process as set out in the capability policy will be followed.

Transition into capability

Appraisal is an ongoing process. If the appraiser is not satisfied with progress, despite support being provided, the employee will be notified in writing that the appraisal process will no longer apply and that their performance will be managed under the capability procedure, and they will be invited to a formal capability meeting. This will follow the Trust's Capability Policy