

INVICTUS

Education Trust

**SUPPORT STAFF
APPRAISAL POLICY**

Approved by Board of Directors
2 July 2018

To be reviewed by Board of Directors
July 2020

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1.0 Introduction

Invictus Education Trust is committed to providing high quality teaching and learning. Through our workforce we aim to provide opportunities for all of our students, whatever their ability. Each employee will therefore be given support to ensure that they have the skills they need to carry out their role, help them continually improve their performance and develop to their full potential which will in turn help improve outcomes for our young people.

Having an effective performance management process in place is one of the ways we can support our employees and deal with performance matters as they arise. This involves effective day-to-day supervision, carrying out appraisals, providing development opportunities and operating a fair and reasonable capability process.

This policy does not form part of any employee's contract of employment and may be amended at any time.

2.0 Scope and Purpose of this Policy

The purpose of this policy is to set out the framework for a clear and consistent assessment of the overall performance of all employees, and for supporting their development within the context of the Trust's plan for improving educational provision and performance, and the set standards expected of each employee.

The Trust has decided to use the principles of the Appraisal Regulations and apply them to support staff employed within the Trust, to ensure consistency across all employees.

This policy applies to all support staff, except those on contracts of less than one term, those undergoing induction and those who are subject to the Trust's Capability Policy. It does not apply to agency workers.

Employees within a probationary period are, in addition, subject to the Trust's Probationary Policy.

Where an employee is not covered by this policy as set out in 2.4 above, then performance will be managed through regular supervision and feedback.

3.0 The Appraisal Period

The appraisal period will run for [twelve] months from 1st November – 31st October

Employees who are employed on a fixed term contract of less than one year, but more than one term, will have their performance managed in accordance with the principles underpinning this policy. The length of the period will be determined by the duration of their contract.

4.0 Appointing Appraisers

The Headteacher of the School will decide who will appraise all other employees.

Employees will be notified of who their appraiser will be, before or as soon as practicable, after the start of each appraisal period.

5.0 Setting objectives

Objectives for each employee will be set before, or as soon as practicable, after the start of each appraisal period. The objectives will be Specific, Measurable, Achievable, Realistic and Time-bound (SMART) and will be fair, reasonable and appropriate to their role and level of experience. The appraiser and appraisee will seek to agree the objectives but, if that is not possible, the appraiser will determine the objectives.

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

The objectives set for each employee will, if achieved, contribute to the Trust's plans for improving educational provision and performance and improving the education of students. The Headteacher of the School together with the Senior Leadership Team will be responsible for quality assuring objectives set across the whole school against the School's Improvement Plan.

The performance of each employee will be assessed against the relevant standards, which contribute to our aims and provide a guide for employees in their relevant role:

- Professional Standards for Business Managers/Bursars
- Professional Standards for Teaching Assistants
- Professional Standards for Administrative Staff
- Professional Standards for Facilities Management
- National Occupational Standards

Support staff standards are available on school intranet.

6.0 Reviewing performance

The Trust understands the importance of monitoring and reviewing performance to identify strengths so the appraiser can give positive feedback and praise and areas for development, but also an annual review provides a way to gain useful information which can inform improvements in the school generally.

7.0 Development and support

Our appraisal process is used to inform and decide continuing professional development which improves performance. The Trust encourages a culture in which all employees take responsibility for improving their performance in their role and extending their depth of knowledge through appropriate professional development. Agreed training and professional development will be linked to School Improvement priorities and where possible, to the ongoing professional development needs and priorities of individuals. We are committed to supporting appropriate and reasonable development which not only assists the employee in their role but also leads to improvements in performance across the Trust.

8.0 Feedback

Within this Trust, employees will receive constructive feedback on their performance throughout the year and as soon as practicable after an observation has taken place (where applicable) or other evidence has come to light. Feedback should highlight particular areas of strength as well as any areas that need attention. Often this can resolve issues without the need for any formal action.

Where there are concerns about any aspects of an employee's performance the appraiser will meet the appraisee to:

- give clear feedback about the nature and seriousness of the concerns;
- give the appraisee the opportunity to comment 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 support;
- make clear what improvements need to be made and how this can be achieved;
- agree any support (for example coaching, mentoring, training, structured observations, observing others in a similar role etc), that will be provided to help address those specific concerns;
- make clear how, and by when, the appraiser will review progress either by setting new and clear objectives which will be assessed during the review period or by revising current objectives, allowing sufficient time for improvement; the amount of time for this should reflect the seriousness of the concerns. This will be an informal review period.

- explain the implications and process if no – or insufficient – improvement is made during the informal review period i.e. the application of the capability policy.

This meeting can happen at any time during the appraisal period. It is designed to be a supportive meeting to address issues early to avoid the matter escalating, giving the employee the opportunity to improve. At the meeting, the appraiser will present evidence collected that indicates that the employee's performance is not up to the required standard. There is no right to be accompanied to this meeting. Although this is part of an informal process, a note of the meeting will be made and a copy given to the employee so that they are clear about the support they will be given, what improvements need to be made and the timescales.

An informal review period will follow this meeting; the length will be determined by the appraiser based on the individual circumstances of the situation but it should not be unduly long. During the informal review period, regular meetings should take place to ensure progress is being made.

At the end of this informal review period when progress is reviewed, if the appraiser is satisfied that the employee has made, or is making sufficient improvement, the appraisal process will continue as normal, with any remaining issues continuing to be addressed through that process. If performance is improving and the appraiser feels that further time is required to monitor improving performance, the appraiser can decide to extend the informal review period but it should not be unduly long. If no or insufficient improvement is being made, then the process set out below (section 9) should be followed. It will be for the appraiser to decide which procedure will be followed.

9.0 Annual assessment

Performance and development priorities will be reviewed and addressed throughout the process and an interim appraisal meeting may take place at the mid-point of the cycle to review performance and progress towards objectives. Any concerns will be noted and an appropriate support plan will be put in place for the remainder of the cycle. The support plan will set out what improvement is required and what support will be provided.

An annual assessment is the end point to the annual appraisal cycle and will formally assess each employee's performance in respect of that cycle. The employee will receive a written appraisal report as soon as practicable afterwards and have the opportunity to comment on it in writing. The appraisal report will be a summary of the performance during the year and set out what the employee's development needs are for the next year. In particular, the report will include:

- details of the objectives for the appraisal period in question;
- an assessment of performance against their objectives AND any relevant standards;
- a summary of observation findings if applicable;
- an assessment of training and professional development needs and identification of any action that should be taken to address them;
- a recommendation on pay if relevant. This will be in accordance with the Pay Policy, which will include reference to sources of evidence that may be used in assessment of pay progression.

The assessment of performance and of professional development needs from each individual appraisal will inform the planning process for the following appraisal period for the whole School.

10.0 Monitoring & Evaluation

During the appraisal period, each employee has a responsibility for gathering evidence of their progress throughout the year in order for them to identify any particular strengths or areas for further development at the interim and annual review meetings. The appraiser will then record the discussion on this evidence and make an assessment in the appraisal report.

11.0 Transition to Capability

Performance management is an ongoing process. If the appraiser is not satisfied with progress, despite the support provided, the employee will be notified in writing that the appraisal system will no longer apply and that their performance will be managed under the capability procedure, and will be invited to a formal capability meeting.

12.0 General Principles underlying this Policy

Confidentiality

The appraisal process will be treated confidentially. However, the desire for confidentiality does not override the need for the Headteacher and Governing Body to quality-assure the operation and effectiveness of the appraisal system. In this Trust the Executive Headteacher/Headteacher, in conjunction with the Senior Leadership Team, is responsible for reviewing objectives and written appraisal records, in order to check consistency of approach and expectation between different appraisers.

Consistency of Treatment and Fairness

Invictus Education Trust and the Governing Body are committed to ensuring consistency of treatment and fairness. It will abide by all relevant equality legislation, including the duty to make reasonable adjustments for disabled employees. The Governing Body is aware of the guidance on the Equality Act issued by the Department for Education.

Monitoring and Evaluation

The Governing Body and Headteacher will monitor the operation and effectiveness of the appraisal arrangements. In developing, applying and evaluating this policy we will monitor the impact on different groups of people with protected characteristics in line with the Trust's Equality & Diversity Policy. This will ensure that what we do is done fairly.

Retention and Data Protection

The Governing Body and Head Teacher will ensure that all written appraisal records are retained in a secure place. It is the appraiser's responsibility to ensure the HR manager has a copy of all relevant documents. As part of the application of this policy, the Trust may collect, process and store personal data in accordance with our Data Protection Policy. We will comply with the requirements of Data Protection Legislation:

- (i) unless and until the GDPR is no longer directly applicable in the UK, the General Data Protection Regulation ((EU) 2016/679) and any national implementing laws, regulations and secondary legislation, as amended or updated from time to time, in the UK and then
- (ii) any successor legislation to the GDPR or the Data Protection Act 1998). Records will be kept in accordance with our Privacy Notice, our Retention and Erasure Policy and in line with the requirements of Data Protection Legislation.

13.0 Review of Policy

This policy is reviewed every two years by Invictus Education Trust Board of Directors. We will monitor the application and outcomes of this policy to ensure it is working effectively.