



Woolwich Polytechnic School

PolyMAT

Associate Staff Appraisal Policy

Reviewed September 2014
Approved by Governors
Revision due September 2017

This policy and procedure relates to the appraisal management of support staff. It sets out the framework for a clear and consistent assessment of the overall performance of all members of the School's support staff and for supporting their development within the context of the school's plan for improving educational provision and performance. It also sets out the arrangements that will apply when support staff fall below the levels of competence that are expected of them.

This policy does not form part of any employees' terms and conditions of employment with the School and is not intended to have contractual effect. It does however reflect the School's current practice, the requirements of current legislation and best practice and guidance. This policy may be amended by the School from time to time and any changes will be notified to employees within one month of the date on which the change is intended to take effect.

Part A - Appraisal

Appraisal in this school will be a supportive and developmental process designed to ensure that all support staff have the skills and support they need to carry out their role effectively. It will help to ensure that support staff are able to continue to improve their professional practice and to develop.

The appraisal period

The appraisal period will run for twelve months from September to August with a mid-year review around February or March.

Support staff who are employed on a fixed term contract of less than one year 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.

Appointing appraisers

The member of staff with direct line-leadership responsibilities and a clear overview of the appraisee's work will carry out the appraisal meeting. This may be either teaching or non-teaching staff.

Setting objectives

Objectives for each member of associate staff will be set before, or as soon as practicable after, the start of each appraisal period. The objectives set for each individual will take account of relevant occupational standards, the individual's job description and the person specification relating to the individual's role.

The objectives set will be Specific, Measurable, Achievable, Realistic and Time-bound and will be appropriate to the individual's 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.

The objectives set for each individual will, if achieved, contribute to the school's plans for improving the school's educational provision and performance and improving the education of pupils at that school.

Before, or as soon as practicable after, the start of each appraisal period, each individual will be informed of the standards against which their performance in that appraisal period will be assessed.

Reviewing performance

Observation

This school believes that observation of work practice is important both as a way of assessing support staff's performance in order to identify any particular strengths and areas for development they may have and of gaining useful information which can inform school improvement more generally. All observation will be carried out in a supportive fashion by those with knowledge of the appraisee's work and appropriate and timely oral and/or written feedback will be given.

Development and support

Appraisal is a supportive process which will be used to inform continuing professional development. The school wishes to encourage a culture in which all staff take responsibility for improving their skills through appropriate professional development. Professional development will be linked to school improvement priorities and to the on-going professional development needs and priorities of individual staff.

Feedback

Staff will receive constructive feedback on their performance throughout the year and as soon as practicable after observation has taken place or other evidence has come to light.

Feedback will include discussion with the member of staff and highlight particular areas of strength as well as any areas that need attention and will determine any appropriate action required.

Where there are concerns about any aspects of the staff member's performance the appraiser will meet them formally to:

- give clear feedback about the nature and seriousness of the concerns;
- give the staff member the opportunity to comment and discuss the concerns;
- agree any support that will be provided to help address those specific concerns;
- make clear how, and by when, the appraiser will review progress;
- explain the implications and process if no or insufficient improvement is made.

When progress is reviewed, if the appraiser is satisfied that the appraisee 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.

Transition to capability

If the appraiser is not satisfied with progress, the appraisee 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.

Annual assessment

Each appraisee's performance will be formally assessed in respect of each appraisal period.

This assessment is the end point to the annual appraisal process, but performance and development priorities will be reviewed and addressed on a regular basis throughout the year in interim meetings which will take place as well as: -

- Task observations
- Any other review meetings (such as mid-cycle reviews)
- Observation/scrutiny; and
- Other feedback which may be obtained throughout their performance.

The appraisee will receive as soon as practicable following the end of each appraisal period and have the opportunity to comment in writing on a written appraisal report. In this school, members of support staff will receive their written appraisal reports by the end of the Autumn term. The appraisal report will include:

- details of the appraisee's objectives for the appraisal period in question;

- an assessment of the appraisee's performance of their role and responsibilities against their objectives, relevant standards, job description and person specification; and
- an assessment of the appraisee's training and development needs and identification of any action that should be taken to address them.

The assessment of performance and of training and development needs will inform the planning process for the following appraisal period.

Confidentiality

The appraisal and capability processes will be treated with confidentiality. Access to the written appraisal report will normally be limited to the appraisee, the headteacher and/or nominated member of the senior management team. However, the desire for confidentiality does not override the need for the head teacher and governing body to quality-assure the operation and effectiveness of the appraisal system.

Monitoring and Equality

The governing body and head teacher will monitor the operation and effectiveness of the school's appraisal arrangements.

The headteacher 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 staff.

Grievances

Where a member of staff raises a grievance during the capability procedure the capability procedure may be temporarily suspended in order to deal with the grievance. Where the grievance and capability cases are related it may be appropriate to deal with both issues concurrently.

Sickness

If long term sickness absence appears to have been triggered by the commencement of monitoring or a formal capability procedure, the case will be dealt with in accordance with the school's absence policy. In some cases, it may be appropriate for monitoring and/or formal procedures to continue during a period of sickness absence.

Retention

The governing body and head teacher will ensure that all written appraisal records are retained in a secure place for six years and then destroyed.