



Windsor Academy Trust

Appraising Teacher Performance Policy

Responsible Committee:	Windsor Academy Trust, Board of Directors
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Appraising Teacher Performance Policy

1. Definitions

Chief Executive means the Chief Executive of WAT.

Headteacher refers to all or any of the Headteachers, Head of Schools or Executive Headteacher at all or any of the academies, academies means each or all the schools within WAT.

Leadership Team refers to any member of the Leadership Group as defined by the School Teachers' Pay and Conditions Document and includes the Headteacher, Deputy Headteacher and Assistant Headteacher, or a senior member of staff with responsibility for support staff.

Local Advisory Body (LAB) is a key mechanism for local accountability for each academy and community.

Board of Directors/Directors means the Directors of WAT.

Unless otherwise indicated, all references to 'teacher' include the Chief Executive, Education Director, and Headteachers.

2. Purpose

- 2.1 This policy sets out the framework for a clear and consistent assessment of the overall performance of teachers, including Headteachers and the Chief Executive, and for supporting their development within the context of WAT's academy improvement plans, and the standards expected of teachers. It also sets out the transition arrangements that will apply when teachers fall below the levels of competence that are expected of them.

3. Application of the Policy

- 3.1 The policy, which covers appraisal, applies to the Chief Executive, Headteachers and to all teachers employed by WAT, except those on contracts of less than one term and those undergoing induction (i.e. NQTs).

4. Appraisal

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

5. The Appraisal Process

- 5.1 The appraisal period will run for twelve months on an academic year cycle.
- 5.2 Teachers 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.
- 5.3 There is flexibility to have a longer or shorter appraisal period when teachers begin or end employment within WAT.

6. Appointing Appraisers

- 6.1 The Chief Executive will be appraised by the Board of Directors, supported by a suitably skilled and/or experienced external adviser, who has been appointed by the Board of Directors for that purpose.
- 6.2 In WAT the task of appraising the Chief Executive, including the setting of objectives, will be delegated to a sub-group consisting of three members of the Board of Directors.
- 6.3 Headteachers will be appraised by the Chief Executive
- 6.4 Headteachers will decide who will appraise other teachers within their school. Appraisers will have access to appropriate training and development in the role.

7. Setting Objectives

- 7.1 The Chief Executive's objectives will be set by the Board of Directors after consultation with the External Adviser.
- 7.2 Headteachers' objectives will be set by the Chief Executive.
- 7.3 Objectives for each teacher will be set before or as soon as practicable after, the start of each appraisal period. These will be reasonable in number. The objectives set for each teacher, will be Specific, Measurable, Achievable, Realistic and Time-bound. 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 that are beyond the control of the appraisee/appraiser.
- 7.4 The objectives agreed with each appraisee will, if achieved, contribute to each academy's plans for improving its educational provision and performance and improving the education of students at each academy. This will be ensured by, amongst other things, quality assuring all objectives against the school improvement plan. In some cases, staff working across WAT may have their objectives set by the Executive Team and they may relate to work in another academy within the Trust.
- 7.5 Before, or as soon as possible after, the start of each appraisal period, each teacher will be informed of the standards against which that teacher's performance in that appraisal period will be assessed. With the exception of those who are qualified teachers by virtue of holding and maintaining Qualified Teacher Learning and Skills (QTLS) status, all teachers must be assessed against the set of standards contained in the document called 'Teachers' Standards' published in July 2011. The Chief Executive or Board of Directors (as appropriate) will need to consider whether certain teachers should also be assessed against other sets of standards published by the Secretary of State that are relevant to them.
- 7.6 For teachers who are qualified teachers by virtue of holding QTLS status, it is for the Board of Directors or Chief Executive to decide which standards are most appropriate. Such teachers may be assessed against the Teachers' Standards, against any other sets of standards issued by the Secretary of State, against any other professional standards relevant to their performance or any combination of those three.

8. Reviewing Performance

8.1 Observation

8.1.1 WAT believes that observation of classroom practice and other responsibilities is important both as a way of assessing teachers' 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.

8.1.2 Each teacher's performance will be regularly observed. The amount and type of classroom observation will depend on the individual circumstances of the teacher and the overall needs of the academy. Classroom observations will only be carried out by those with QTS. In addition to formal observation, the Chief Executive, Headteachers or other leaders may 'drop in' in order to evaluate the standards of teaching and learning and to check that high standards of professional performance are established and maintained. The length and frequency of 'drop in' observations will vary depending on specific circumstances.

8.1.3 Teachers (including the Headteachers) who have responsibilities outside the classroom should also expect to have their performance of those responsibilities observed and assessed.

8.2 Development and Support

8.2.1 Appraisal is a supportive process that will be used to inform continuing professional development. WAT wishes to encourage a culture in which all teachers take responsibility for improving their teaching through appropriate professional development. Professional development will be linked to the Academy's improvement priorities and to the ongoing professional development needs and priorities of individual teachers.

8.3 Feedback

8.3.1 Teachers 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.

8.3.2 Feedback will highlight strengths as well as areas that require attention. Where there are concerns about any aspects of the teacher's performance the appraiser will meet the teacher formally to:

- give feedback to the teacher about the nature and seriousness of the concerns;
- give the teacher the opportunity to comment and discuss the concerns;
- agree any support (e.g. coaching; mentoring, structured observations) that will be provided to help address the 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.

8.4 Transition to Capability

8.4.1 If the appraiser is not satisfied with progress the teacher 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. The capability procedures will be conducted as detailed in the associated Capability Procedure for Teachers.

9. Annual Assessment

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

In assessing the performance of the Chief Executive, the Board of Directors must consult the external adviser. 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.

9.2 The teacher will receive as soon as practicable following the end of each appraisal period, and have the opportunity to comment on, a written appraisal report. Within WAT teachers will receive their written appraisal reports by 31 October. The appraisal report will include:

- details of the teacher's objectives for the appraisal period in question;
- an assessment of the teacher's performance of their role and responsibilities against their objectives and the relevant standards;
- an assessment of the teacher's training and development needs and identification of any action that should be taken to address them;
- a recommendation on pay where relevant.

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

10. General Principles Underlying the Policy

10.1 Confidentiality

10.1.1 The appraisal process will be treated with confidentiality. However, the desire for confidentiality does not override the need for the Chief Executive, Board of Directors and Headteachers to quality-assure the operation and effectiveness of the appraisal system. Where the Headteacher has delegated the responsibility for appraisal to other teachers – the Headteacher's role will be one of moderation/quality assurance, i.e. the Headteacher or appropriate colleague/s will review all teachers objectives and written appraisal records in order to check consistency of approach and expectation between different appraisers. The Headteacher will also be made aware of any pay recommendations that have been made. The Chief Executive and Head of HR may review the objectives and written appraisal records of all employees.

10.2 Consistency of Treatment and Fairness

10.2.1 The Board of Directors is committed to ensuring consistency of treatment and fairness and will abide by all relevant equality legislation.

10.3 Delegation

10.3.1 Normal Rules Apply in respect of the delegation of functions by the Board of Directors and Chief Executive.

10.4 Monitoring and Evaluation

10.4.1 The Board of Directors and Chief Executive will monitor the operation and effectiveness of the WAT's appraisal arrangements.

10.5 Retention of Records

10.5.1 WAT will ensure that all written appraisal records are retained in a secure place for six years and then destroyed.

10.6 Appeals

10.6.1 Teachers, Headteachers and the Chief Executive may choose to exercise an individual right of appeal against the implementation/operation of the school's Appraisal Policy and this would be through the procedures set out in the WAT's Grievance Policy.