



Windsor Academy Trust

Appraising Support Staff Performance Policy

Responsible Committee:	Windsor Academy Trust, Board of Directors
Date revised by Board of Directors:	October 2017
Next review date:	September 2018

Appraising Support Staff 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 Head and Assistant Head, 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.

Support staff refers to all support staff at all or any of the academies, including the Executive and Central Team.

2. Purpose

- 2.1 This policy sets out the framework for a clear and consistent assessment of the overall performance of support staff and for supporting their development within the context of WAT's academy improvement plans, and their role. It also sets out the transition arrangements that will apply when support staff 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 all support staff employed by WAT, except those on contracts of less than one term.

4. Appraisal

- 4.1 Appraisal in WAT 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 their role related skills.

5. The Appraisal Process

- 5.1 The appraisal period will run for twelve months on an academic year cycle.
- 5.2 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.
- 5.3 There is flexibility to have a longer or shorter appraisal period when support staff begin or end employment within WAT, or change post within the Trust.

6. Appointing Appraisers

- 6.1 Headteachers will decide who will appraise support staff within their school. Appraisers will have access to appropriate training and development in the role.
- 6.2 The CEO will decide who will appraise the staff within the Executive and Central Team

7. Setting Objectives

- 7.1 Objectives for each support staff member will be set before or as soon as practicable after, the start of each appraisal period. These will be reasonable in number, usually two. The objectives set for each support staff member 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.
- 7.2 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.

8. Reviewing Performance

8.1 Development and Support

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

8.2 Feedback

- 8.2.1 Support staff will receive constructive feedback on their performance throughout the year and as soon as practicable after evidence has come to light.
- 8.2.2 Feedback will highlight strengths as well as areas that require attention. Where there are concerns about any aspects of the support staff member's performance, the appraiser will meet the support staff member formally to:
- Give feedback to the support staff member about the nature and seriousness of the concerns;
 - Give the support staff member the opportunity to comment and discuss the concerns;
 - Agree any support (e.g. coaching; mentoring) 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.

8.3 Transition to Capability

- 8.3.1 If the appraiser is not satisfied with progress the support staff member 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 Support Staff.

9. Annual Assessment

9.1 Each support staff member'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.

9.2 The support staff member will receive as soon as practicable following the end of each appraisal period, and have the opportunity to comment on, a written appraisal report. The Executive and Central team will receive their written appraisal reports by 31 October. The appraisal report will include:

- Details of the support staff member's objectives for the appraisal period in question;
- An assessment of the support staff member's performance of their role and responsibilities against their objectives and their role;
- An assessment of the support staff member'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.

9.3 Relevant information from the annual assessment may be taken into account by those who have access to them in making decisions and advising those responsible for taking decisions, or making recommendations about performance, pay, promotion, dismissal or disciplinary matters.

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 staff members – the Headteacher's role will be one of moderation/quality assurance, i.e. the Headteacher or appropriate colleague/s will review all support staff objectives and written appraisal records in order to check consistency of approach and expectation between different appraisers. 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 Support staff may choose to exercise an individual right of appeal against the implementation/operation of this Appraisal Policy and this would be through the procedures set out in the WAT's Grievance Policy.