

Ninestiles Academy Trust Mission Statement

Ninestiles Academy Trust will be nationally and internationally acknowledged as a high achieving, innovative and exciting group of schools which recognise and respect the richness and diversity of their communities. The trust will be structured and resourced to meet the needs of 21st century students and pupils. Within a caring environment, we will develop and reinforce the values, skills and attributes which promote good citizenship and lifelong learning. Parents, directors and councillors, and the wider community will work in partnership with our committed, appropriately skilled workforce and our students and pupils, to ensure that high quality learning takes place.

Outcomes will be outstanding.

Policy title	Support Staff Appraisal Procedure
Rationale	This policy sets out the framework for a clear and consistent assessment of the overall performance of support staff in the Trust. It outlines the standards expected of support staff and sets out the transition arrangements that will apply when they fall below the levels of competence that are expected of them.
Policy statement	<p>Application of the Policy The policy applies to all support staff employed by the Trust, except those on contracts of less than one term.</p> <p>Appraisal Appraisal at Trust Schools will be a supportive and developmental process designed to ensure that all staff have the skills and support they need to carry out their role effectively. It will help to ensure that all staff are able to continue to improve their professional practice and to develop in their role.</p> <p>The Appraisal Process The Appraisal period will run for twelve months from October to October. Staff 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.</p>

Appointing Appraisers

The appointment of appraisers will be based on the line management structure for staff. In exceptional circumstances, where the member of staff is of the opinion that the person to whom the Principal has delegated the appraiser's duties is unsuitable for professional reasons, s/he may submit a written request to the Principal for that appraiser to be replaced, stating reasons. All appraisers will have access to appropriate support and development in the role.

Where it becomes apparent that the appraiser will be absent for the majority of the appraisal cycle or is unsuitable for professional reasons the Principal may perform the duties himself or delegate them in their entirety to another member of staff. Where this member of staff is not the appraisee's line manager the member of staff will have an equivalent or higher status in the staffing structure as the member of staff's line manager.

Although there is no limit on the number of appraisals that any appraiser can undertake in a cycle, wherever possible this will be limited to six.

Setting Objectives

Objectives for each member of staff will be set before or as soon as practicable after, the start of each appraisal period.

All Support staff will have three Objectives:

- Objective 1 – Professional Practice and Outcomes: related to the quality of their work and specific role outcomes
- Objective 2 – Professional Development: related to an aspect of the individual's training/developmental needs.
- Objective 3 – Professional Relationships and Conduct

See Appendix 1

The objectives set for each member of staff 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.

The objectives agreed with each appraisee will, if achieved, enable the appraisee to make a contribution to the ongoing improvement of their school and the education of all students as well as to his/her own individual continuing professional development. This will be ensured by, amongst other things, quality assuring all objectives against the Academy improvement plan.

Reviewing Performance

All members of staff should expect to have their performance of their duties and responsibilities observed and assessed during each appraisal cycle.

Development and Support

Appraisal is a supportive process that will be used to inform continuing professional development. The Trust expects all members of staff to take responsibility for improving their professional practice through appropriate professional development. Professional development will be linked to Academy improvement priorities and to the ongoing professional development needs and priorities of individual members of staff.

Feedback

All staff will receive constructive feedback on their performance throughout the year.

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

- give feedback to the member of staff about the nature and seriousness of the concerns;
- give the member of staff the opportunity to comment and discuss the concerns;
- agree any support (e.g. coaching, mentoring, work shadowing) that will be provided to help address the specific concerns; this will be detailed in a personalised support plan.
- make clear how, and by when, the appraiser will review progress;
- if necessary, revise objectives made in the initial appraisal meeting and allow sufficient time for improvement;
- explain the implications and process if no, or insufficient, improvement is made.

When progress is reviewed, if the appraiser is satisfied that the member of staff 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 member of staff 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 Ninestiles Academy Trust Capability Policy.

Annual Assessment

Each member of staff'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.

Members of staff will meet with their appraiser at the end of the cycle to discuss their overall performance. The appraisee should provide evidence for the meeting in order to identify the level of performance achieved. A summary of performance will be agreed and a written record produced which includes:

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

GENERAL PRINCIPLES UNDERLYING THE POLICY

Confidentiality

The appraisal process will be treated with confidentiality.

Where the Principal has delegated the responsibility for appraisal to other members of staff – then the role of the Senior Leadership Team will be one of moderation/quality assurance.

The Principal will also be made aware of any pay recommendations that have been made in order to carry out effective moderation of judgements.

	<p>Consistency of Treatment and Fairness The Academy Council is committed to ensuring consistency of treatment and fairness and will abide by all relevant equality legislation.</p> <p>Retention of Records The Principal will ensure that all written appraisal records are retained in a secure place for six years and then destroyed.</p> <p>Appeals All staff may choose to exercise an individual right of appeal against the implementation/operation of the Academy's Appraisal Policy and this would be via the Academy's Grievance Procedure.</p>
Monitoring and review	The Academy and Principal will monitor the operation and effectiveness of the Academy's appraisal arrangements.
Links	Support staff pay policy
Staff responsible	Principals
Committee responsible	CEO and Principals
Date approved	09 September 2014
Review date*	September 2016

**Please note that should any further national guidance be issued by external agencies that are relevant to this policy, it will be updated accordingly prior to the review date shown above and referred to the next academy council meeting*

Performance Management 2014-15

APPENDIX 1

Name: _____ Job Title: _____ Main responsibilities: _____

Performance objectives for 2014-15	Performance Criteria	Evidence	Met/not met
Professional Practice and Outcomes: Objective 1	•	•	•
Professional Relationships and conduct: Objective 2	<ul style="list-style-type: none"> • make a positive contribution to the life and ethos of the school • develop effective professional relationships with colleagues, knowing how and when to draw on advice and specialist support • take responsibility for improving your work through appropriate professional development, responding to advice and feedback • communicate effectively with colleagues • be trustworthy and maintain high standards of ethics and behaviour, within and outside school, by treating pupils and colleagues with dignity, building relationships rooted in mutual respect, and at all times observing proper boundaries, • have regard for the need to safeguard pupils' well-being, in accordance with statutory provisions • have proper regard for the ethos, policies and practices of the school and maintain high standards in attendance and punctuality. 	•	•
Professional Development: Objective 3	•	•	•

Post holder: _____ date: ____/____/2015

Reviewer: _____ date: ____/____/2015

Performance review for 2014-15

Reviewer's evaluation – extent to which criteria have been met for the objectives set

Objectives:

- 1.
- 2.
- 3.

Overall comment:

Recommendation on pay progression (where appropriate) Reviewer's pay progression recommendation, taking into account the relevant criteria within the school Pay Policy: (delete as appropriate). Based on the outcomes of the performance review above, pay progression on the relevant spine **is recommended/ not recommended**

Post holder: _____ **date:** ____/____/2014 **Reviewer:** _____ **date:** ____/____/2014