



Tarleton Holy Trinity Church of England (Aided) Primary School

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Support Staff Appraisal Policy (adopted County policy - June 2023)

POLICY



*Tarleton Holy Trinity
Church of England (Aided) Primary School*



Appraisal Policy for Support Staff

This policy reflects the Christian ethos and vision statement of our school.

Our Vision Statement

Value... Dream... Achieve...

As a loving Christian family, our aspiration is for all pupils to flourish, safe in the belief that we, "...can do all things through Christ, who strengthens us" Phil 4:13.

Everyone is valued, we all achieve and our dreams for the future begin.

LANCASHIRE COUNTY COUNCIL

MODEL APPRAISAL POLICY FOR SUPPORT STAFF IN DELEGATED SCHOOLS (JUNE 2023)

This policy has been developed in consultation with the relevant recognised Support Staff Trade Unions.

1. PURPOSE

- 1.1 This policy sets out the framework for a clear and consistent assessment of the overall performance of support staff, and for supporting their personal and professional development within the context of the school's priorities.
- 1.2 In addition to supporting the professional development of support staff, the appraisal procedure may be used to address any initial concerns that are raised about performance. If concerns are such that they cannot be resolved through this appraisal process, then consideration of whether to commence the [capability procedure](#) will be made.

2. APPLICATION

- 2.2 This policy applies to all employees in schools on former NJC terms and conditions of employment, except those on contracts of less than one term, those who are subject to a six month probationary review period and those who are subject to the Capability Procedure.
- 2.3 Separate arrangements exist for the appraisal of [Teachers and Headteachers](#) .

3. STATEMENT OF INTENT

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

4. CONFIDENTIALITY STATEMENT

- 4.1 All parties involved in this policy will be expected to observe the principle of confidentiality in relation to the contents of appraisals and any documentation that arises thereof.
- 4.2 Any documentation arising from, or the content of any discussions during, appraisal meetings may be shared by the Headteacher/appraiser with individuals involved in monitoring performance, or those involved in any capability proceedings that may follow and for quality assurance/moderation purposes.
- 4.3 Documentation arising from, or the content of any discussions during appraisal meetings should be stored securely and not stored, either electronically or manually, in any public areas in school/on the school's computer network.

5. HEALTH & DISABILITY

- 5.1 The appraiser should consider any ongoing health difficulty or disability affecting the employee during the appraisal period, including the possibility of considering whether any reasonable adjustments should be made. The Schools HR Team and/or Occupational Health Unit can provide advice in this respect if required.

6. GLOSSARY OF TERMS

Appraisee/employee	-	The person being appraised
Appraiser	-	The person conducting the appraisal

7. THE APPRAISAL PERIOD

- 7.1 The appraisal period will run for 12 months, normally from 1 September to 31 August each year. Pro rata adjustments will need to be applied for those employees on a temporary contract, those who take up a new post part way through the appraisal period or those who are due to commence a period of long-term absence before the end of the appraisal period (eg on Maternity/Adoption leave/planned sickness absence)
- 7.2 It will be a matter for individual schools to determine at what point during the appraisal period the appraisal meeting will take place although in order for the process to be as successful as possible it should be carried out early in the appraisal period.
- 7.3 It will be a matter for individual schools to determine whether or not it will be necessary to hold an interim appraisal meeting part-way through the appraisal period.
- 7.4 Where an employee transfers to a new post within the school part-way through a cycle, the Headteacher shall determine whether the period shall begin again and whether to change the appraiser.

8. APPOINTING APPRAISERS

- 8.1 The Headteacher will decide who will appraise each employee. The appraiser may be the Headteacher or the Headteacher may delegate some or all of this responsibility to other appropriate members of staff (eg the line manager of the employee where this is not the Headteacher).
- 8.2 If it becomes apparent that the appraiser appointed by the Headteacher will be absent for the majority of the appraisal period, the Headteacher may perform those duties her/himself or delegate those duties to another member of staff for the duration of that absence.
- 8.3 If the Headteacher appoints an appraiser who is not the employee's line manager, the appraiser to whom s/he delegates those duties will have an appropriate position in the staffing structure, together with the necessary background knowledge, skills and training to undertake the role.
- 8.4 Where an employee is experiencing difficulties and the Headteacher is not the appraiser, the Headteacher may undertake the role of appraiser.

9. SETTING OBJECTIVES

- 9.1 Objectives will be set before, or as soon as practicable after, the start of each appraisal period. The objectives set will be Specific, Measurable, Achievable, Realistic and Time-bound (SMART) and will be appropriate to the employee's role and level of experience.

- 9.2 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. Objectives will be quality assured/ moderated across the School to ensure that objectives set are consistent across employees with similar roles, experience and levels of responsibility.
- 9.3 The objectives set for each employee will, if achieved, contribute to the school's priorities, and will include a description of what success may look like, where this is not obvious. The objectives may also take into account the professional aspirations of the employee and their current job description.
- 9.4 The number and depth of targets should be appropriate to the employee, their individual circumstances and role in school.
- 9.5 The process for monitoring progress against the objectives will be specific to each school. The monitoring that occurs may vary from school to school and will be dependent upon the role the employee has in school.
- 9.6 The appraisal process should include an assessment against each element of the employee's Job Description and a review of the Job Description to ensure it is still relevant.

10. PAY PROGRESSION

- 10.1 Where employees are eligible for pay progression this will be automatic from the 1st April following the appraisal meeting subject to Section 3 of the [SUPPORT STAFF PAY POLICY](#) which sets out the circumstances when increments may be withheld or advanced.

11. REVIEWING PERFORMANCE

- 11.1 There are a variety of ways to assess the employee's performance and development against the objectives set during the appraisal process. This will depend very much on the following:
- (i) If the employee has continued to undertake all aspects of their role to a satisfactory standard;
 - (ii) If the employee has undertaken any additional training during the appraisal cycle;
 - (iii) If, with the benefit of hindsight, the objectives set at the start of the appraisal period were relevant and if there been any extenuating circumstances which means that certain objectives could not be met;
 - (iv) The role of the employee;
 - (v) Feedback from other appropriate staff in school for example feedback from Teachers regarding Teaching Assistants, feedback from Site Supervisors regarding Cleaners and feedback from Schools Business Managers regarding business support staff.
- 11.2 In situations where the employee's performance becomes a cause for concern, additional review meetings may take place and additional support discussed, to assist the employee in achieving their objectives. During any additional meetings, the appraiser will clearly outline the nature of the concerns, so that the employee is fully aware of what is required to achieve their objectives.

12. DEVELOPMENT AND SUPPORT

- 12.1 Appraisal is a supportive process which will be used to inform continuing professional development. The school wishes to encourage a culture in which all employees take responsibility for improving their performance through appropriate professional development.

Professional development will be linked to school priorities and to the ongoing professional development needs and priorities of individual employees.

- 12.3 The school CPD programme will be informed by the training and development needs identified as part of the appraisal process. In this regard, the Governing Board will ensure that in budget planning, as far as possible, resources are made available in the school budget for appropriate development opportunities.
- 12.4 In the case of competing demands on the school budget in relation to CPD opportunities, a decision on relative priority will be taken by the Headteacher with regard to the extent to which:
- (a) the training and support will help the school achieve its priorities; and
 - (b) the CPD identified is essential for an appraisee to meet their objectives.

13. ANNUAL APPRAISAL MEETING

- 13.1 The annual appraisal meeting will take place as early as possible in the appraisal period. The Headteacher/appraiser may wish to use the attached exemplar pro-forma (Appendix 1) or devise their own in order to suit their school and/or a specific role.
- 13.2 At this meeting, performance during the previous appraisal period will be reviewed as will any training and development needs. Performance objectives will also be set for the forthcoming appraisal period. Some performance objectives could be carried forward into the subsequent appraisal period if necessary/appropriate. It may be deemed appropriate at the annual appraisal meeting to set an interim review meeting part-way through the appraisal period. The necessity of this will depend on the nature of the role, the nature of the performance objectives and/or where there are concerns about performance.
- 13.3 The employee will be provided with a copy of Appendix A and their Job Description along with a copy of the pro-forma from the last appraisal period (where possible). The appraisee will be asked to complete the relevant sections of the pro-forma and return to their appraiser prior to the appraisal meeting. Schools may wish to consider making the completion of the pro-forma in advance of the meeting optional and in some cases they may wish to provide some assistance in its completion. The remainder of the pro-forma will be completed during the appraisal meeting. At the end of the meeting a fully signed copy should be provided to the employee and a copy should be retained by the appraiser for reference purposes at the next appraisal meeting and any interim appraisal meetings.
- 13.4 The assessment of performance and of training and development needs will inform the planning process for the following appraisal period.

14. EMPLOYEES ON MATERNITY LEAVE DURING ALL/PART OF THE APPRAISAL PERIOD

- 14.1 Where an employee is absent from school due to maternity leave, it is unlawful to deny her an appraisal on the grounds of her maternity.
- 14.2 Schools need to take a practical and flexible approach to conducting appraisals where an employee has been absent for some or all of an appraisal period.
- 14.3 Schools should consider conducting an interim appraisal meeting prior to an employee commencing a period of maternity leave, even if this is early in the appraisal year. Schools

should not require employees to use Keeping in Touch (KIT) days for the purposes of appraisal.

14.4 Schools may also consider conducting an interim review meeting prior to an employee commencing any other pre-planned long-term absence e.g. a period of extended unpaid leave, Adoption Leave, a planned long-term sickness absence.

**MODEL APPRAISAL PRO-FORMA
SUPPORT STAFF IN DELEGATED SCHOOLS (JUNE, 2023)**

EMPLOYEE (APPRAISEE):	_____
JOB ROLE:	_____
APPRAISER:	_____
JOB ROLE:	_____
DATE OF APPRAISAL MEETING:	_____

Notes: All yellow sections to be completed by the Appraisee and returned to the Appraiser at least 2 days prior to the meeting

All green sections to be completed by the Appraiser during or within 2 days of the meeting taking place

Blue section must be signed by both the Appraisee and the Appraiser

Once completed a copy must be retained on file, with one copy going to the appraisee and one copy being given to the Head Teacher.

SECTION A – Job Description

Do you have a clear and up to date job description? Yes/No

If no, this should be discussed further during your appraisal meeting.

If yes, do you fully understand all aspects of your job description? Yes /No

If no, please provide further details:

If yes, please comment on how you have performed against your key responsibilities:

Appraiser Comments

SECTION B – Training and Development

Have you received any development opportunities/training since your last appraisal? Yes/No

If yes, what have you received and how has this benefited you in carrying out your role?

If no, would you like to be considered for any development opportunities and/or specific training which is not necessarily required for your current role but which you feel would be beneficial to your career development?

Yes/No

If yes, please provide further details:

Appraiser Comments

SECTION C – OBJECTIVES

Objectives from last appraisal period (if applicable):

SMART Objective	What was the aim of this objective:	Agreed deadline for completion of the objective:	Completed Y/N If No, why?

Appraiser Comments

SECTION C – OBJECTIVES cont.

Objectives for forthcoming academic year 20../20..

SMART Objective	What is the aim of the objective?	Agreed completion date	Progress:

Appraiser Comments

SECTION F

Is it considered necessary to hold an interim meeting prior to the end of the appraisal period? Yes/No
If yes, when will this take place?
Date: _____

Has any information come to light during the meeting which may affect the appraisee's ability to meet their performance objectives? (e.g. an unexpected prolonged absence or secondment to another role)
Yes/No
If yes, please provide further details:

Signature: _____ _____ (Appraisee)	Signature: _____ _____ (Appraiser)
Date: _____ _____	Date: _____ _____

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Church of England (Aided) Primary School



Document reviews

We are aware of the need to review our school's documents regularly so that we can take account of:
new initiatives, changes in the curriculum, developments in technology etc.

This policy was adopted in June 2023

and will be reviewed in Jun 2024.

Signed by:

Member of staff responsible for this policy

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Governor responsible for this policy

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