



St Joseph
Catholic Multi Academy Trust

Support Staff Appraisal Policy

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Commitment to Equality:

We are committed to providing a positive working environment which is free from prejudice and unlawful discrimination and any form of harassment, bullying or victimisation. We have developed a number of key policies to ensure that the principles of Catholic Social Teaching in relation to human dignity and dignity in work become embedded into every aspect of school life and these policies are reviewed regularly in this regard.

1. Definitions

In this Appraisal Policy and Procedure, unless the context otherwise requires, the following expressions shall have the following meanings:

- i. 'Academy' means the academy named at the beginning of this Appraisal Policy and Procedure and includes all sites upon which the Academy undertaking is, from time to time, being carried out.
- ii. 'Academy Trust Company' means the company responsible for the management of the Academy and, for all purposes, means the employer of staff at the Academy.
- iii. 'Board' means the board of Directors of the Academy Trust Company.
- iv. 'Chair' means the Chair of the Board as appointed from time to time.
- v. 'Clerk' means the Clerk to the Board as appointed from time to time.
- vi. 'Companion' means a willing work colleague not involved in the substance of the employee's performance under review by this Appraisal Policy and Procedure, or a trade union official, an accredited representative of a trade union who should be available for the periods of time necessary to meet the timescales under this Appraisal Policy and Procedure.
- vii. 'Diocesan Schools Commission' means the education service provided by the diocese in which the Academy is situated, which may also be known, or referred to, as the Diocesan Education Service.

- viii. 'Directors' means directors appointed to the Board from time to time.
- ix. 'Governing Board' means the body carrying out the employment functions of the Academy Trust Company in relation to the Academy. St Joseph Catholic Multi Academy Trust is the employer.
- x. 'Governors' means, (if appropriate to the context), the governors appointed or elected to the Local Governing Body, from time to time.
- xi. 'Headteacher' means the most senior teacher in the Academy who is responsible for its management and administration. Such teacher may also be referred to as the Head of School or Principal.
- xii. 'Local Governing Body' means, (if appropriate to the context), the Governors appointed to carry out specified functions in relation to the Academy as delegated by the Academy Trust Company.
- xiii. 'Working Day' means any day on which you would ordinarily work if you were a full-time employee.
- xiv. 'Working Week' means any week that you would ordinarily work.

2. Application

- 2.1 Subject to Paragraph 2.2 below, this Appraisal Policy and Procedure applies to you if you are an employee or worker at the Academy and are not employed as a teacher or Headteacher (hereinafter referred to as an "employee" or "you").
- 2.2 This Appraisal Policy and Procedure does not apply to those employees who are employed under a contract of employment for less than one term and those who are subject to the Academy's Capability Policy and Procedure.

3. Scope

- 3.1 The purpose of this Appraisal Policy and Procedure is to establish a framework for a clear and consistent review of the performance of employees and for supporting their development within the context of the Academy Trust Company's plan for improving educational provision and performance and in order to enhance employee professional practice. The review shall have regard to any applicable codes of practice or standards applicable to the employee's employment as referenced in their job description.
- 3.2 The Academy Trust Company is committed to ensuring respect, objectivity, belief in the dignity of the individual, consistency of treatment and fairness in the operation of this Appraisal Policy and Procedure. This commitment extends to promoting equality of opportunity and eliminating unlawful discrimination throughout the Academy community which includes all of the academies in the Academy Trust Company's group.
- 3.3 The Academy Trust Company is committed to providing a supportive working environment for all employees through this Appraisal Policy and Procedure. Concerns about an employee's performance will always be addressed in the first instance through the operation of this Appraisal Policy. Where it is not possible to resolve concerns through the operation of this Appraisal Policy it may be necessary to consider whether to invoke the Academy's Capability Policy.
- 3.4 This Appraisal Policy does not form part of any other procedure but relevant information on appraisal, including Appraisal Reports, may be taken into account in relation to the operation of other applicable policies and procedures.
- 3.5 The Academy Trust Company delegates its authority in the manner set out in this policy.
- 3.6 The Academy Trust Company is committed to ensuring that the operation of this Appraisal Policy does not lead to an unnecessary increase in workload for employees and Appraisers. This Appraisal Policy will always be applied in a way which is robust and fair, whilst monitoring the impact on workload for employees, Appraisers, Directors and Governors.

- 3.7 This Appraisal Policy offers opportunities to ensure fair treatment for employees and pupils alike and has the potential for the expression of Christian qualities such as honesty, self-knowledge, respect for others and their gifts, recognition of the needs and achievements of others, challenge of self and others, personal growth and openness.

4. Appraisal in a Catholic Context

- 4.1 Appraisal 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 within the context of the Academy Trust Company's ethos. It will help to ensure that employees are able to continue to improve their professional practice and develop as professionals in their area of expertise.
- 4.2 Arrangements for appraisal will be conducted in such a way that employees will be secure in the knowledge that their progress and commitment to the Academy are acknowledged.

5. The Appraisal Period

- 5.1 The Appraisal Period will run for twelve months from 1 November to 31 October.
- 5.2 Employees who are employed on a fixed-term or temporary contract of less than one year will have their performance managed in accordance with the principles underpinning this Appraisal Policy and Procedure. The length of the Appraisal Period will be determined by the duration of their contract of employment.
- 5.3 Where an employee starts their employment with the Academy Trust Company part-way through the Academy's usual Appraisal Period, the Headteacher/senior manager shall determine the proportionate length of the Appraisal Period for that employee with a view to bringing the employee's Appraisal Period into line with the Academy's usual Appraisal Period (as per above) as soon as possible.

- 5.4 Where an employee transfers to a new post within the Academy or any other Academy within the Academy Trust Company's Group part-way through an Appraisal Period, the Headteacher shall determine, in discussion with the employee, whether the Appraisal Period should be re-set and whether the Appraiser should be changed.

6. Appointing Appraisers

- 6.1 The Headteacher will appoint an Appraiser, who will normally be the line manager, to appraise each employee of the Academy during the Appraisal Period. Appraisers should have received appropriate training for the role.
- 6.2 The Appraiser will set the employee objectives in accordance with the Paragraph below.
- 6.3 The Appraiser, through the Headteacher and/or Governing Board, may seek advice from other external advisers including, but not limited to, the Diocesan Schools Commission.
- 6.4 Where it becomes apparent that an Appraiser appointed by the Headteacher will be absent for the majority of the Appraisal Period, the Headteacher may perform the duties of the Appraiser or delegate those duties to another employee for the duration of the absence.
- 6.5 Where an employee has an objection to the choice of Appraiser, they should set out their concerns in writing and will be carefully considered by the Headteacher and, where it can be reasonably accommodated, an alternative Appraiser will be provided.

7. Setting Objectives

- 7.1 The Appraiser and the employee will engage in a professional dialogue to agree three objectives which shall be reasonably achievable during the course of the Appraisal Period taking into account the professional development aspirations of the employee. Where necessary a fourth objective may be included by agreement. Objectives may be revised following discussion with the employee if circumstances change. The Academy operates a system of moderation to ensure that all appraisals are carried out in a consistent manner. Objectives will be moderated across the Academy and other academies in the Academy Trust

Company's group to ensure that they are consistent between employees with similar experience and levels of responsibility. Should the objectives not be agreed, a record of the employee's comments in relation to the objectives set shall be added to the appraisal documentation but the final decision on allocation of objectives rests with the Appraiser.

- 7.2 The objectives set for each employee will, if achieved, contribute to the Academy's plans for improving educational provision and improving the progress, development and well-being of the pupils at the Academy. This will be ensured by aligning objectives to academy improvement priorities where this is appropriate.
- 7.3 The objectives set will be Challenging, Specific, Measurable, Achievable, Realistic and Time-bound and will be appropriate to the employee's role and level of experience.
- 7.4 The Appraiser will take into account the Academy's work/life balance strategy and the effects of an individual's circumstances, including any disability requiring the implementation of reasonable adjustments, when agreeing objectives and Appraisers will include a review of an employee's workload in the Appraisal Report.
- 7.5 Following discussion between the Appraiser and the employee, set objectives may be revised by the Appraiser in accordance with the needs of the Academy and the employee, and any such revision(s) to set objectives will be recorded in writing and a copy will be provided to the employee.

8. Reviewing Performance

Gathering Evidence

- 8.1 In order to review performance, the Appraiser will need to rely on the available evidence obtained in connection with the employee's performance. The evidence required will depend on the employee's role and where possible, the evidence to be obtained should be agreed when the objectives are set. This may include classroom observations relevant to the role ie for those delivering to groups of pupils or one to work in the class.

- 8.2 When collecting evidence, the focus will be on using evidence which is readily available from day to day practice wherever possible.

Observation

- 8.3 The Academy Trust Company believes that observation of work practice is important both as a way of reviewing employee performance in order to identify any particular strengths and areas for development as well as gaining useful information which can inform Academy improvement more generally.
- 8.4 All observation of work in practice will be carried out in a supportive fashion and will not lead to unnecessary increases in workload and all feedback will be developmental.
- 8.5 Employees 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 employee, highlighting their areas of strength and areas that need attention and will determine any appropriate action required.

Continuing Professional Development

- 8.6 Appraisal is a supportive process which will be used to inform the employee's continuing professional development. The Academy Trust Company wishes to encourage a culture in which all employees take responsibility for improving the Academy and all academies in the Academy Trust Company's Group 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 employees.

9. Development and Support

- 9.1 It is the Academy's aim, when significant concerns are identified in respect of any aspect of the staff member's performance to provide support and guidance through the appraisal

process. The appraiser and appraisee will seek to identify factors which may be affecting the appraisee's performance. Support will then be offered and/or appropriate action taken without waiting for the Annual Review.

9.2 Where the ongoing monitoring, evaluation and review cycle identifies that the staff member is not meeting the Academy's expectations or is experiencing difficulties, the Headteacher or line manager (as appropriate) will meet with the employee to:

- (a) Give clear written feedback to the employee about the nature and seriousness of the concerns;
- (b) Give the employee the opportunity to comment on, refute, explain and discuss the concerns;
- (c) Give the employee at least 5 Working Days' notice that a meeting will be held to discuss targets for improvement alongside a programme of support, and inform the employee that they have the right to be accompanied at any such meetings by a Companion;
- (d) Establish, in consultation with the employee at the above meeting, an action plan with support (e.g. coaching, training, in-class support, mentoring, structured observations, visits to other classes or schools or discussions with advisory teachers or other employees, as appropriate to the employee's role), that will help address those specific concerns;
- (e) Make clear how progress will be monitored and when it will be reviewed; and
- (f) Explain the implications and process if no, or no sufficient, improvement is made.

9.3 The employee's progress will continue to be monitored as part of the appraisal process and a reasonable period will be given for their performance to improve. The relevant monitoring period will depend on the circumstances but will usually be for 6 and 8 Working Weeks, with appropriate support as agreed in the action plan detailed above in order that the aim of improving performance can be achieved. During this monitoring period the employee will be given regular feedback on his or her progress and arrangements will be made to modify the support programme if appropriate.

- 9.4 At the end of the monitoring period, the headteacher (or line manager) will determine whether further support is required or any further actions are needed which will be discussed in a formal review meeting. The employee will be given at least 5 Working Days' notice of this formal meeting and will have the right to be accompanied by a Companion. The outcome of the meeting will be confirmed in writing to the employee within 5 Working Days of the meeting taking place. If no or insufficient improvement has been made by the end of the monitoring period, a decision regarding next steps will be taken by the headteacher.

10. Annual Review

- 10.1 Employees' performance will be formally reviewed in respect of each Appraisal Period by way of an Annual Review.
- 10.2 The Annual Review is the end point to the annual Appraisal Period but performance and development priorities will be reviewed and addressed throughout the year at interim meetings (which shall be conducted in person or via other appropriate medium, depending on the circumstances) which may take place during the spring term. Employee workload will be considered when determining the frequency of such interim meetings.
- 10.3 The employee will receive, as soon as practicable following the end of each Appraisal Period a written Appraisal Report. The employee will have the opportunity to comment on the Appraisal Report in writing.
- 10.4 The Appraisal Report will include:
- (a) Details of the employee's objectives for the relevant Appraisal Period;
 - (b) A review of the employee's performance of their role and responsibilities against their objectives and any relevant standards;
 - (c) An assessment of the employee's training and development needs and details of any action that should be taken to address them in line with the Green Book;
 - (d) A recommendation on pay where that is relevant;

(e) A space for the employee's own comments;

- 10.5 A review meeting will take place after the end of the Appraisal Period to discuss the content of the Appraisal Report and the employee's written comments in the Appraisal Report (if any), to decide any further action required, including setting a period for review of performance, and to inform objective setting for the next Appraisal Period.
- 10.6 Where it has not been possible for employees to fully meet their objectives because the agreed support has not been provided this will be taken into account in the review meeting.

11. Appeals

- 11.1 Employees have a right of appeal against any of the entries in the written Appraisal Report. If an appeal relates to a decision about pay, the employee is referred to the Academy's Pay Policy and Procedure, in line with the Green Book.
- 11.2 An appeal must be made in writing to the Clerk and lodged within 5 Working Days of receipt of the Appraisal Report (which will usually be received in the review meeting) or the date of the letter confirming the outcome of the meeting.
- 11.3 The appeal letter must set out the grounds of the appeal in detail.
- 11.4 An Appeal Meeting will normally be held within 10 Working Days of an appeal letter being received by the Clerk.
- 11.5 The appeal will usually be heard by the Headteacher unless they have participated in the appraisal review which is being appealed, in which case the appeal will be heard by the Chair assisted by a representative appointed by the Local Governing Body (if the Chair deems this is necessary).

11.6 The outcome of the Appeal Meeting will be confirmed in writing to you within 5 Working Days of the date of the Appeal Meeting. The decision reached following the Appeal Meeting is final and there will be no further right of appeal. The possible outcomes of an Appeal Meeting are any one or more of the following (as appropriate):

- (a) the entries made in the Appraisal Report are upheld;
- (b) the appeal is upheld and any disputed entries in the Appraisal Report are referred back to the Appraiser for reconsideration;

12. Companion

12.1 Where a meeting is held in relation to concerns around performance, as detailed above, you may be accompanied by a Companion.

12.2 You must inform the person holding the above meeting who your Companion will be at least one working day before the meeting.

12.3 If you have any particular reasonable need, for example, because you have a disability, you can also be accompanied by a suitable helper.

12.4 Your Companion can address the meeting in order to:

- (a) put your case;
- (b) sum up your case;
- (c) respond on your behalf to any view expressed at the meeting; and
- (d) ask questions on your behalf.

12.5 Your Companion can also confer with you during the meeting.

12.6 Your Companion has no right to:

- (a) answer questions on your behalf;

- (b) address the meeting if you do not wish it; or
- (c) prevent you from explaining your case.

12.7 Where you have identified your Companion and they have confirmed in writing that they cannot attend the date or time set for the meeting, the meeting will be postponed for a period not in excess of five Working Days from the date set by the Academy to a date or time agreed with your Companion. Should your Companion subsequently be unable to attend the rearranged date, the meeting may be held in their absence or written representations will be accepted.

13. Timing of Meetings

13.1 The aim is that meetings under this Appraisal Policy and Procedure will be held at mutually convenient times but depending on the circumstances meetings may:

- (a) need to be held when you were timetabled to assist with lessons (if that is appropriate to your role);
- (b) exceptionally be held after the end of the Academy day;
- (c) not be held on days on which you would not ordinarily work;
- (d) be extended by agreement between the parties if the time limits cannot be met for any justifiable reason.

14. Assistance

14.1 Where matters fall to be decided the Diocesan Schools Commission may send a representative to advise the Academy Trust Company.

15. Monitoring - Across the Trust Estate

This policy will be reviewed annually.

At every review, the policy will be approved by the Trust Board.

16. Links with other policies

This Support Staff Appraisal Policy links to the following policies and documents:

- Capability Policy

17. Sign off

Presented & Approved by Trust Board	12.12.22
Signed by Chair of Trust Board	<i>A Connor</i>
Name of Chair of Trust Board	Ann Connor OBE
Date	12.12.22
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