

## **SUPPORT STAFF**

# **PERFORMANCE APPRAISAL POLICY**

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### **REVIEW**

Last reviewed: Approved May 2018, reviewed May 2021

To be reviewed: May 2023

Policies may be subject to review and revision at any time, notwithstanding that the next review date has not been reached. Review dates are for guidance only; all policies will remain in force until a review has taken place and been formally approved by the Trust.

## 1. Introduction

1.1 The aim of this policy is to provide a clear framework for appraising the performance of support staff employees of the Girls' Learning Trust ("the Trust") and its schools.

1.2 This policy applies to:

- **all support staff at Nonsuch High School for Girls, and**
- **all support staff at Wallington High School for Girls, and**
- **all support staff employed in cross-Trust roles, and**
- **new support staff (including existing support staff appointed to new contracts of employment) appointed after the date of approval of this policy at Carshalton High School for Girls.** Employees at Carshalton High School for Girls appointed earlier than May 2018 should reference the appropriate school-based policy, which is the Carshalton Performance Development Policy for Support Staff. If in doubt, please contact either your line manager or HR for advice.

1.3 The Trust's Human Resources Committee ("HR Committee") will review the policy from time-to-time, and may propose such changes as it considers necessary.

1.4 This policy does not form part of an employee's contract of employment and may be amended from time-to-time.

## 2. Purpose of policy

2.1 The purpose of this policy is to align the contributions made by an individual employee to the Trust and school priorities and objectives. In doing so, this policy is intended to:

- ensure that employees are fully equipped to carry out their role;
- enable the school to assess and recognise the individual contribution of an employee; and
- enable the school to gain a better understanding of each individual's potential and assist employees to develop their full potential.

2.2 A performance appraisal cycle will be applied which:

- engages employees in objective setting to ensure that they have a clear understanding of what is expected of them and how they contribute to the success of the Trust/school;
- identifies the necessary resources, training, development and support that employees need to carry out their role and achieve their objectives;
- evaluates contribution in respect of how well objectives have been met and in respect of other skills which maximise effectiveness;
- facilitates the achievement of personal career objectives by providing an opportunity to reflect, consider future direction, assess progress and identify further needs for development.

### 3. Performance appraisal cycle

- 3.1 The Trust's performance appraisal process is based on an annual cycle of:
1. **Appraisal:** evaluating how well objectives were achieved and assessing overall performance.
  2. **Setting objectives:** planning individual objectives in order to achieve the Trust/school's objectives, and planning how best to address individual development needs.
  3. **Monitoring:** reviewing progress against the plan on a regular, on-going basis.
- 3.2 The performance appraisal cycle will run for 12 months from 1<sup>st</sup> September until 31<sup>st</sup> August each academic year. For employees who start their employment part-way through the year, the cycle will commence at the end of the successful completion of the probationary period, with the end point remaining 31<sup>st</sup> August. For employees already employed by the Trust who transfer to a new post part-way through the year, the cycle may be adapted as required.
- 3.3 Employees who are employed on a fixed term contract of less than one year will have their performance managed in accordance with the principles underpinning the provisions of this policy. The length of the cycle will be determined by the duration of their contract.

### 4. Appointment of appraisers

- 4.1 In most cases, an employee's appraiser will be their line manager.
- 4.2 In the case where an employee has more than one line manager, the appraiser will be agreed in advance with the employee, the HR Manager and the other managers concerned. Input from the other managers will be fed into the performance appraisal process.
- 4.3 Appraisers have responsibility for organising meetings, sending out appropriate paperwork and monitoring performance.
- 4.4 Appraisers must evaluate, using the evidence gathered, whether the individual has '*satisfactorily met*' the annual objectives.

### 5. Appraisal

- 5.1 Appraisals form an important part of the performance appraisal cycle and will be conducted once a year, normally in the autumn term. Appraisals are intended to provide an opportunity to review performance in the previous year and assess whether objectives set for that year have been achieved. During an appraisal, new objectives will also be agreed for the year ahead.
- 5.2 The appraisal procedure is a supportive process which will be used to inform continuing professional development. The Trust 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 Trust/school improvement priorities and to the on-going professional development needs and priorities of individual employees.

- 5.3 Employees will receive, as soon as practicable following an appraisal, a written appraisal report which will include:
- Confirmation of the agreed objectives for the appraisal period in question;
  - An assessment of performance against their objectives and against any relevant standards;
  - An assessment of training and development needs and identification of any action that should be taken to address them;
  - A space for the employee to add his/her own comments; and
  - Any recommendation on pay that may be relevant.
- 5.4 The written summary of the meeting will be provided by the appraiser and the appraisal report will be signed by both parties.

## 6. **Setting objectives**

- 6.1 Objectives will be set close to the start of each performance appraisal cycle. Appraisers must ensure that objectives are sufficiently rigorous and challenging, but that they are also:

- **Specific**
- **Measurable**
- **Achievable**
- **Realistic**
- **Time-bound.**

Objectives will focus on the employee's core function as well as the Trust/school's strategic objectives and will be appropriate to the employee's role and level of experience.

- 6.2 The number of objectives for each employee will not normally exceed three, but may vary from employee to employee, depending on their role and individual circumstances. Employees who are line managers may have a fourth objective relating to this area of responsibility. At least one objective will be linked to the Trust/school development plan. One objective will be of a stretching or challenging nature, taking account of the employee's role and responsibilities. Specific success criteria and outcomes will also be determined. The appraiser and employee will seek to agree the objectives, but where a joint agreement cannot be reached, the appraiser will ultimately make the determination.
- 6.3 Though appraisal is an assessment of overall performance of an employee, objectives cannot cover the full range of an employee's roles/responsibilities. Therefore, the totality of an employee's work will also be measured against their job description.

- 6.4 Objectives may be amended in light of operational issues or circumstances, either at the mid-point of the performance appraisal cycle in February or by agreement of all parties concerned at any other point in the cycle.

## 7. Monitoring

- 7.1 The appraiser (normally the line manager) will conduct the performance appraisal process, including the annual appraisal, objective setting and mid year reviews.
- 7.2 A mid-year review will normally be undertaken in February each year (or as close as possible thereto).
- 7.3 The end of year appraisal will normally be undertaken in September or October each year. The appraiser will determine whether the employee has **'satisfactorily met'** the annual objectives agreed.
- 7.4 On-going conversations regarding objectives and other work related matters should take place throughout the year. It is expected that there is regular contact between the line manager (appraiser) and employee. This should be constructive, within an atmosphere of support and co-operation.

## 8. Moderation & quality assurance

- 8.1 Each year, a moderation exercise will be led by a member of the Executive Group (CEO, Headteacher and/or COO). This will review a summary of all support staff appraisal reports to check that the evaluation of the **'satisfactorily met'** condition has been consistently and fairly applied, in the context of those who have similar experience and similar levels of responsibility.
- 8.2 The HR Committee will further review the process of moderation and quality assurance on submission of any performance related pay review recommendations for approval.

## 9. Arrangements for pay progression based on performance

- 9.1 Decisions regarding pay progression will be made with reference to the employee's appraisal report. Support staff will be required to have **'satisfactorily met'** their annual objectives for the previous year in order to be considered for a performance related pay increment.
- 9.2 A member of staff may be eligible to progress one point up the Pay Range (refer to the Trust Support Staff Pay Policy or relevant School Support Staff Pay Policy) applicable to the role in a given year if the objectives have been **'satisfactorily met'** in the evaluation of his/her line manager.
- 9.3 Pay progression is not automatic and it is possible for a 'no progression' determination to be made.
- 9.4 Performance related pay progression will not be applicable to any employee who has

already reached the top of their Pay Range (refer to the Trust Support Staff Pay Policy or relevant School Support Staff Pay Policy).

- 9.5 Any one subject to the formal capability procedure during the review period will be deemed not to have delivered a satisfactory performance in that year.
- 9.6 Final decisions about whether to accept a pay recommendation will be made by the HR Committee having regard to the appraisal report and taking into account advice from the CEO. The Trust Finance Committee will ensure that appropriate funding is allocated for pay progression at all levels.
- 9.7 This does not affect any cost of living increases applied to the underlying pay points (refer to the Trust Support Staff Pay Policy or relevant School Support Staff Pay Policy for further details).

## **10. Appeals**

- 10.1 If a member of staff is unhappy with any decision made pursuant to this policy, they should attempt to resolve the matter informally by discussing the matter with their Line Manager in the first instance, and/or the CEO, Headteacher or COO.
- 10.2 If the member of staff remains unhappy with the decision, having attempted to resolve matters informally, the formal procedure should be used as set out in the Trust Grievance Policy.