

## Support Staff Appraisal Policy

### The STAR Multi Academy Trust

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Advice is available for school managers by the Trust HR Provider

Access: If this information is required in an alternative format, please contact the STAR Multi Academy Trust on 01937 538538.

## **1. INTRODUCTION**

The Trust is committed to embedding a high performance culture, where staff are clear about how they contribute and be empowered to drive their own performance.

## **2. PURPOSE**

This policy sets out the framework for a fair and consistent assessment of individual performance within the context of the School Improvement Plan and their own developmental needs and development planning.

## **3. APPLICATION OF THE POLICY**

The policy applies to all Support Staff except those who are the subject of capability procedures.

## **4. APPRAISAL**

### **4.1 The Appraisal Cycle**

Support staff will be reviewed on an annual basis. The support staff appraisal cycle will run from 1<sup>st</sup> November to 31<sup>st</sup> October. Where a member of support staff starts their employment part-way through a cycle, their Line Manager or appropriate appraiser shall determine the length of the first cycle, with a view to bringing their cycle into line with the cycle for other support staff as soon as possible.

During the course of the appraisal cycle there will be one interim review; in the Spring Term with regular performance conversations throughout the appraisal cycle (see section 4.3)

At the first review meeting of the cycle, the appraiser will consider the performance of the appraisee against the objectives. At this stage discussions will take place whereby the appraiser and appraisee will consider the evidence presented in the Support Staff Appraisal Planning Record Form (Appendix 1) and agree whether expected performance standards have been met, following which the Support Staff Appraisal Statement Review (Appendix 2) summary will be agreed.

The opportunity is given where the appraiser can add comments which will support the appraisee's CPD.

## **4.2 The Appraisal Process**

All support staff will be allocated an appropriate appraiser by the headteacher/executive headteacher and an initial meeting will be scheduled for Autumn Term. For central staff outside of the school structure, staff will be allocated an appropriate appraiser by the Line Manager.

Appropriate appraisers may include the use of external consultants where necessary. In advance of the meeting, support staff should complete Support Staff Appraisal Planning Record Form (Appendix 1). The form should be presented to the appraiser prior to the meeting.

Support staff appraisal is everyone's responsibility, working together to engage in meaningful evidence-based performance conversations, with a focus on improvement and innovation. The performance review meeting is a shared conversation to celebrate success and review progress. Future objectives are agreed so that staff know what is expected of them and how they contribute to performance outcomes.

## **4.3 Regular performance conversations**

Regular performance conversations support continuous improvement by ensuring:

- People have time and space to discuss how things are going and how they are feeling;
- People review, discuss and agree their work and understand what is expected of them;
- People take responsibility for their own performance, keep others informed of their progress, and ask for support when they need it; and
- People share ideas and information, and identify opportunities to collaborate and build relationships.

## What will I get out of a performance conversation with my manager?



At the end of the appraisal cycle, assessment of performance against an objective will be on the basis of the assessment criteria set at the beginning of the cycle and reviewed during the cycle.

The review meeting reflects the regular individual performance conversations that are held throughout the year. Any concerns or issues will be dealt with as they arise, therefore there should be no surprises at the meeting.

### 4.4 Objective Setting

Managers can improve motivation and develop individual accountability by communicating priorities and involving staff in the development of their own objectives and performance outcomes. This may be through one-to-one discussions or involving the whole team. Objectives should be specific, measurable, achievable, realistic, time bound and equitable in relation to support staff with similar roles/responsibilities and experience. They will have regard to what can reasonably be expected of any member of the support staff to achieve their objectives.

All performance objectives should be consistent with the Trust's development needs, as identified in Improvement Plans. Staff may develop and submit draft objectives for discussion and approval by their manager.

It is important to identify any training or support required, and include this in the objective, clearly linking the learning to outcomes.

On occasion there may be a change in priorities or circumstances that necessitates a change to the agreed objectives. Once approved objectives can only be amended by the manager.

Support staff will not necessarily all have the same number of objectives and this will normally not exceed a maximum of three. Objectives for the year will be recorded in the Support Staff Appraisal Planning Record Form (Appendix 1), together with the success criteria and any training required, timescales and evidence.

#### **4.5 Quality assurance**

The Operational Line Manager, in conjunction with the headteacher/executive headteacher, will moderate all the support staff planning statements to verify that the plans recorded in the statements

- are consistent between those who have similar experience and similar levels of responsibility
- comply with the Support Staff Appraisal Policy and the requirements of equality legislation

#### **5. INCREMENTAL PROGRESSION**

The pay band for most posts allows for progression through the band on an annual basis, subject to satisfactory performance. Unsatisfactory performance is an unsatisfactory appraisal review in the 12 months prior to the increment review.

There is no automatic entitlement to an additional increment. The appraisal policy seeks to encourage and reward good performance in a fair and equitable manner. On an annual basis and in line with the appraisal cycle, an employee's appraiser will review performance which will include a decision on whether an increment should be awarded for satisfactory performance, or potentially withheld for unsatisfactory performance.

Employees who are not at the top of their pay band will normally be eligible to be considered for an increment on 1st April each year up to and including the maximum of their current pay band. This increase will be in addition to any annual nationally negotiated cost of living award applicable to the pay of all employees (with the exception of those on pay protection arrangements), effective 1 April each year, which is normally paid as a percentage of basic pay.

Where an employee has reached the maximum of the pay band, they will not be eligible for an incremental increase; however, the same performance criteria that apply to staff with pay band headroom will also be applied to staff at the top of the pay band.

## **6. APPEALS**

An employee who has had an increment withheld following an appraisal review has the right of appeal. Staff must set out the grounds of any appeal in writing, using the Increment Review form (appendix 4) to their manager within 10 working days of being notified of the outcome of their appraisal review. An employee has the right to be accompanied by their Trade Union representative at the appeal meeting. If an increment is agreed on appeal it will be effective from the date it would originally have been applied. Staff cannot access the 'Resolving Issues at Work' procedure to appeal an increment review outcome.

## **7. CONFIDENTIALITY**

The whole support staff appraisal process, and the statements generated under it, will be treated with strict confidentiality at all times.

## **8. CONSISTENCY OF TREATMENT AND FAIRNESS**

The Trust Board are committed to ensuring consistency of treatment and fairness in the operation of this policy.

## **9. TRAINING AND SUPPORT**

The Trust's Continuing Professional Development programme will be informed by the School Improvement Plans aligned with the training and development needs identified in the planning and review statements.

The Trust Board will ensure in the budget planning that, as far as possible, appropriate resources are made available in the budget for any training and support agreed for appraisees.

## **10. RETENTION OF STATEMENTS**

Appraisal planning and review statements will be retained for a minimum period of 6 years.

## **11. MONITORING AND EVALUATION**

The Trust Board will review the Appraisal process to ensure that it is fair and non-discriminatory.

The Operational Line Manager will evaluate the outcomes of the appraisal process annually and ensure that any training or resources provided have been beneficial and achieved the required results.

The findings of the monitoring and evaluation of the Appraisal process will be reported to the Staffing Committee of the Governing Body on an annual basis.

## **12. REVIEW OF THE POLICY**

The Trust Board will review the support staff appraisal policy annually. The policy will be revised as required to ensure that it is always up to date.

The Trust will seek to agree any revisions to the policy with the recognised trade unions having regard to the results of the consultation with all support staff.

To ensure support staff are fully conversant with the professional development arrangements, all new support staff who join the Trust will be briefed on them as part of the induction process.

**SUPPORT STAFF APPRAISAL – PLANNING RECORD**

**Appendix 1**

Appraisee name: .....

Signature: .....

Appraiser name: .....

Signature: .....

Date of Planning meeting:.....

Date of next Review: .....

Preamble:

- All staff need to agree up to 3 objectives which are based on their area of responsibility

	<b>Objectives</b>	<b>Success Criteria</b>	<b>Training/Development</b>	<b>Timescale and sources to evidence</b>
<b>1</b>				
<b>2.</b>				
<b>3.</b>				

One copy should be given to the appraiser and one to the appraisee



**SUPPORT STAFF APPRAISAL STATEMENT REVIEW**  
**DATE**  
**(CONFIDENTIAL)**

Appraisee : \_\_\_\_\_ Appraiser \_\_\_\_\_ Date: \_\_\_\_\_

Objectives	Assessment against Objectives
1.	
2.	
3.	

Signed \_\_\_\_\_ (Appraisee )

Signed \_\_\_\_\_ (Appraiser)

Appraisee's comments:

PERFORMANCE REVIEW AND DEVELOPMENT PROGRAMME

ANNUAL PERFORMANCE REVIEW

<p><b>Post Holder</b></p>	<p><b>Length of time in current post</b></p>
<p><b>Reviewer</b></p>	<p><b>Date of meeting</b></p>
<p><b>Review of job description</b></p>	
<p><b>Strengths and achievements</b></p>	
<p><b>Appraisee comments</b></p>	
<p style="text-align: right;"><b>signed</b></p>	
<p><b>Appraiser comments</b></p>	
<p style="text-align: right;"><b>signed</b></p>	

**WELLBEING / STRESS RISK ASSESSMENT QUESTIONNAIRE**

	<b>Question</b>	<b>Is this a problem for you? Provide brief detail</b>	<b>What actions can be taken to resolve this issue?</b>
<b>Demands</b>			
1	Do you feel you have just the right amount of work to do within your working hours? (not too much or too little)		
2	Do you feel that you are able to fulfil the tasks and responsibilities of your job?		
3	Have you had sufficient training to do your job?		
<b>Control</b>			
4	Do you feel you have control over your pace of work?		
5	Are you included in the decision – making which impacts on your working practices?		
6	Does your manager encourage you to take on new, challenging work?		
7	Does your manager allow you to work as flexibly as possible, especially in times of workload pressure (e.g.in terms of working time, taking breaks, working from home where appropriate, etc.)?		
<b>Support</b>			
8	Do you feel you get enough support from your manager?		
9	Do you receive regular feedback with regards to your work objectives?		
<b>Relationships</b>			
10	Is conflict an issue in your workplace (with colleagues or management)?		
11	Do you feel you are subjected to any bullying, harassment or similar scenarios at work?		
12	Do you feel you can talk to your colleagues about any work-related problems?		
<b>Role</b>			

13	Do you feel that there are any conflicting responsibilities in your job?		
14	Are you clear what your responsibilities at work are?		
15	Are your training and development needs assessed at least once a year?		
<b>Change</b>			
16	When change happens at work, do you receive enough information about why and when the change is happening in time?		
17	When changes are made at work, is it being made clear to you how they will impact your job?		
18	Do you feel you are given the opportunity to voice your opinion at times of change?		
19	Do you feel you are being supported enough at work during times of change?		
20	Is there anything else not covered by this questionnaire which you feel is contributing to your work-related stress?		

Increment Review Form

This form is to be used to record each step of the appeal process. It is then to be retained on the employee's electronic personal file. Please ensure it is fully completed. Staff must inform their manager within 10 days of being notified of the outcome of their increment review of their intention to appeal.

**Step 1** Outline relevant information in support of seeking clarification where a decision to hold an increment has been made



**Step 2** Meeting with line manager to discuss increment withhold decision



**Step 3** Appeal decision to withhold increment

**STEP 1**

This **section** should be completed by

1] Any employee who wishes to seek clarification of a decision to withhold an increment. It is important to include every aspect you wish to be considered

1. Full Name	2. E-mail or postal address for correspondence:
3. Employee Reference Number	
4. Post Occupied:	
5. Directorate and Service Area	
6. Date of appointment to Post:	7. Present Pay Band/Spinal Column Point:
8. Date from which present spinal column point applied:	
9. The pay band for most posts allows for progression through the band, usually on an annual basis, subject to satisfactory performance. Unsatisfactory performance is an unsatisfactory appraisal review in the 12 months prior to the increment review.	
10. Outline below relevant information in support of your appeal (Please continue on an additional sheet if necessary and provide any supporting documentary evidence as appropriate). This area can be completed in conjunction with your line manager.	
11. Signature	12. Date
<b>SUBMIT TO YOUR LINE MANAGER</b>	

**STEP 1**

Received by:

Date:

**STEP 2 – Meeting**

Line Manager must provide copies of documentation to evidence what support they have provided to support the employee

Date letter sent acknowledging receipt of form from Step 1

Date of Step 2 meeting

Manager name

Individual name

Employee Representative (if present)

Outcome of Step 2 (State the reasons for the decision – continue on additional sheet if needed)

Employees please note: If you wish to appeal to Step 3 you should submit this paperwork to your line manager as soon as possible after receiving this form, outlining the reasons for your appeal

Date copy of this form sent to individual:

Does individual wish to progress to Step 3?

YES

NO

<b>STEP 3 - Appeal</b>	
Received written notification from individual of their request to progress to step 3	Date received:
Date of Step 3 meeting	
Chair Person name	
HR Representative name	
Individual name	
Employee Representative	
Outcome of Step 3 ( <b>state the reasons</b> for the decision - continue on additional sheet if needed)	
<p>Appeal upheld / Appeal rejected Reasons:</p>	
Date copy of form sent to individual:	