

# Appraisal policy

## Devoran School



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**Note: for Appendices A1-A8, see separate documents via [www.supportservicesforeducation.co.uk](http://www.supportservicesforeducation.co.uk)**

- A1: Invitation to Appraisal Meeting
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# APPRAISAL POLICY

The Governing Body/Trust Board of \_\_\_\_\_ School/Trust adopted this policy on \_\_\_\_\_

- **Text in bold** indicates statutory requirements contained in the Appraisal Regulations or the School Staffing Regulations
- Text in **Bold Underlined** is used for headings only
- *Text in blue italics* offers additional advice for schools and “best practice suggestions” or where the school needs to add specific detail
- ***Text in bold italics:*** indicates where there is discretion for the school within the Policy

## 1. INTRODUCTION

- 1.1 The Education (School Teachers’ Appraisal) (England) Regulations 2012 set out the principles that apply to teachers in all maintained schools where they are employed for one term or more. For more information and further recent guidance see DfE [Teacher Appraisal Guidance for schools July 2024](#)
- 1.2 Schools must stay within the legal framework set out in the Appraisal Regulations and in other relevant legislation that affects all employers (for example legislation on equality, employment protection and data protection including the General Data Protection Regulation (GDPR) and the Data Protection Act 2018). For academies, where the Governing Body agree to adhere to the STPCD this policy is relevant.
- 1.3 Schools must have an appraisal policy for teachers. Consultation has taken place with staff and/or recognised trade unions. This model policy applies to teachers, including Headteachers and support staff (support staff refers to all non-teaching staff).

## 2. PURPOSE

- 2.1 XXX (School/Trust Name) needs all staff to perform effectively in order to deliver the aims and vision of the School/Trust. To achieve this, the School/Trust aims to ensure that effective recruitment is undertaken, performance expectations and standards are defined, performance is monitored and that employees are given appropriate feedback, support and training.
- 2.2 This policy sets out the framework for a clear and consistent appraisal of the overall performance of staff, and for supporting their development within the context of the school’s plan for improving educational provision and performance and of the standards expected.

- 2.3 It also sets out the arrangements that will apply when employees fall below the levels of performance that are expected of them.
- 2.4 Appraisal in this School/Trust will be both a developmental and supportive process designed to ensure that staff are able to continue to improve their professional practice. Appraisers will set objectives and provide support so staff have the skills they need to carry out their role effectively and with reference to the appropriate standards. Appraisal is only one element of the performance management of an individual member of staff. The appraisal process should be seen in this context.

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

- 3.1 **This Policy applies to all school leaders and all teachers and support staff employed by the School/Trust, except those on contracts of less than one term, those undergoing induction (i.e. Early Careers Teachers (ECTs) and those who are subject to the Capability Procedure. Where provisions are specific to teachers or to support staff this will be made clear.**
- 3.2 The processes/procedures in this policy should be conducted in line with any safe working practices in the school.

### **4. THE APPRAISAL PERIOD**

- 4.1 **The appraisal period will run for twelve months from \_\_\_\_\_ to \_\_\_\_\_ (*insert dates: setting out any differences that exist for support staff*). The appraisal period should concluded by 31 October.**
- 4.2 Staff who are 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.**
- 4.3 There is flexibility to have a longer or shorter appraisal period when employees begin or end employment with the School/Trust.
- 4.4 For support staff who are new to the school short term objectives will be set under the Probationary Policy. Once the Probationary Procedure no longer applies, the new colleague will be appraised under this Policy.
- 4.5 *Good practice would suggest:*
- *Meetings are scheduled with at least five days notice.*
  - *Full time staff - appraisal meetings should take place within the established directed time (teachers) schedule or working hours for support staff.*
  - *Part time staff - appraisal meetings should take place within the established directed time*

*(teachers) schedule or established working hours for support staff. Deployment circumstances should be considered when scheduling meetings.*

## **5. APPOINTING APPRAISERS**

- 5.1 **The Headteacher will be appraised by the Governing Body, supported by a suitably skilled and/or experienced external adviser who has been appointed by the Governing Body for that purpose.**
- 5.2 In this school the task of appraising the Headteacher, including the setting of objectives, will be delegated to a sub-group consisting of two/three *(delete as appropriate)* members of the Governing Body/members of the Trust Board (the Appraisal Review Committee/Sub-group).
- 5.3 The Headteacher will decide who will appraise other staff.
- 5.4 Only members of staff with Qualified Teacher Status (QTS) may be appraisers for teachers.

## **6. SETTING OBJECTIVES**

- 6.1 **The Headteacher's objectives will be set annually by the sub-group of the Governing Body after consultation with the external adviser.** The Governing Body/Trust Board has a duty to have a regard to the work-life balance of school leaders and objectives will reflect this.
- 6.2 **Objectives for each teacher and member of support staff will be a collaborative approach to construct and agree the objective as soon as practicable after, the start of each appraisal period.** The school leader has a duty to have regard to the workload and work-life balance of all employees and objectives will reflect this. In this school, employees will be set objectives by 31 October, wherever possible. A maximum of three objectives will be set for each appraisee which will be Specific, Measurable, Achievable, Relevant and Time-bound. They will be appropriate to role and level of experience and will reflect priorities for an individual for the cycle. Objectives will clearly identify success criteria and specify how progress will be measured. Objectives will allow employees to demonstrate performance rather than simply results. Objectives and appraisal discussions will not be based on employee generated data and predictions or, where the employee is classroom-based, solely on the assessment data for a single group of pupils. Objectives related to pupil performance will not be used in isolation and objectives will not relate solely to quantitative assessment metrics such as test outcomes. The appraiser and appraisee will seek to agree the objectives but, if that is not possible, the appraiser will determine the objectives. The appraisee can record their disagreement on the appraisal statement and this will be taken into account at the appraisal review.

Objectives should be revised if circumstances change, such as but not limited to an employee going on maternity leave, or undergoing surgery/medical treatment, to take account of the anticipated absence and to allow the employee to meet reduced and attainable objectives. See below (final paragraph of A4). (Refer to Appendix Form A5.)

6.3 *Good practice would suggest:*

- *A school-wide agreement on the appropriate number and type of objectives for staff at different levels of experience is helpful. Appraisal objectives should not total more than three.*
- *Any objectives should allow the contribution/impact of the individual employee to be assessed and where there are factors beyond an individual employee's control this should be taken into account*
- *The headteacher / designated school leader moderates objectives to ensure quality and consistency*

6.4 Though appraisal is an assessment of overall performance, objectives cannot cover the full range of roles/responsibilities. Objectives will, therefore, focus on the priorities for an individual and the school for the cycle.

6.5 At the report stage, it will be assumed that any aspects of an appraisee's roles/responsibilities not covered by the objectives have been carried out satisfactorily, with reference to the appropriate standards, unless otherwise stated.

6.6 The appraiser will judge whether objectives set in one cycle should continue to be relevant in the next cycle because of the progress towards this objective and the circumstances; such a judgement will be recorded in the review report.

6.7 **The objectives set for each teacher and member of support staff will, if achieved, contribute to the school's plans for improving the school's educational provision and performance and improving the education of pupils at that school.** For support staff, objectives may also relate to the effective deployment and use of resources, administration and organisation. Objectives should also have a strong focus on effective professional development to ensure that employees stay up to date (for example, with the latest methodologies, technologies and educational research).

6.8 Where they apply, for whole school or team objectives especially, where appropriate, objectives should reflect published school improvement priorities or the school's strategic development plan.

6.9 The nature and level of challenge of objectives will reflect the nature and level of challenge of the role and / or the career stage of the employee. In the case of teachers, the level of challenge of the objectives should increase to reflect the differences across the pay scales between unqualified, main range and upper pay range and between

classroom teaching and leadership group roles. At least one objective for teachers should relate to pupil progress but should not be solely based on data.

- 6.10 Objectives for members of the leadership group should reflect their whole school and leadership and management responsibilities and therefore reflect their leadership role in the context of school improvement (including improving pupil achievement).
- 6.11 **Before, or as soon as practicable after, the start of each appraisal period, each teacher and, where applicable, member of support staff will be informed of the standards against which that teacher's or member of support staff performance in that appraisal period will be assessed.**
- 6.12 **The performance of all teachers should be assessed against the set of standards contained in the document called "Teachers' Standards" and relate to the quality of teaching. The Teachers' Standards underpin the appraisal process and the assessment process for accessing the upper pay range.** In order to meet the Teachers' Standards a teacher will need to detail that their practice continues to be consistent with the definitions set out in Part 1 'Teaching' and Part 2 'Personal and Professional Conduct'. Teachers' performance will be reviewed against the relevant teacher standards to a level that is consistent with what should reasonably be expected of a teacher in the relevant role and at the relevant stage of their career. School leaders and other appraisers should use their professional judgement when appraising teachers' performance. Teachers should not be expected routinely to provide evidence that they meet all the standards. *It is not necessary for schools to adopt rigid models that seek to set out exactly what the relevant standards mean for teachers at different stages in their careers.*

The School/Trust [will/will not] consider assessing the performance of the Headteacher against the "National Standards for Excellence for Headteachers".

- 6.13 Since employees' performance is assessed against their objectives, and any relevant standards, the appraiser will need to set out what they will take into account when making judgements as to whether employees have met their objectives and the relevant standards. Evidence used in the performance management process must relate directly to objectives and should be agreed in advance and be readily available from day-to-day practice. Numerical targets should not be set if it is beyond the employee's control to achieve them.

*Evidence might but does not have to include:*

- *improvements in specific elements of practice, such as behaviour management, development of pedagogy or providing feedback,*
- *impact on effectiveness of teachers or other staff,*
- *wider contribution to the work of the school*
- *smart targets*

- 6.14 Objectives can be set for periods of less and for longer than a year where appropriate (for example in the case of those on fixed terms or those leaving or joining the school during the appraisal year). It may be appropriate to set longer term objectives (for example linked to longer term school improvement for members of the leadership group). Where longer term objectives are set, intermediate annual objectives can be specified. For objectives that are held over a two-year cycle there will be regular performance reviews.
- 6.15 On occasions during a review cycle, usually as a result of unplanned circumstances, it may be considered that an objective set at the start of the process is no longer appropriate or requires some adjustment. Either at the Interim Review stage or an additionally scheduled meeting, changes can be mutually agreed using the Revision Statement - Appendix Form A8.

## **7. REVIEWING PERFORMANCE**

- 7.1 The School/Trust will set out what evidence they will take into account when making judgements about an employee's performance and whether they have met any relevant standards and their individual objectives. This evidence will be decided upon when the objectives are being set at the beginning of the appraisal process and determined by the nature of the agreed objectives.
- 7.2 This School/Trust believes that a range of different methods should be utilised, in a supportive fashion, to assess employee' performance and that judgments relating to performance should be supported by a range of evidence.
- 7.3 It is important to our school that methods of assessing employee performance are proportionate and do not add to employee workload.

*For example, in the case of teachers, evidence may include that from a review of pupil assessment outcomes, internal tracking of pupils' attainment and progress, work sampling, lesson planning records, self-assessment and peer reviews. In the case of members of the leadership group, evidence may also include whole school pupil progress and other pupil outcome records; records related to the leadership and management of the school (for example, to the management and appraisal of staff); summaries of teaching and learning practice across the school; reports to governors from school leaders; surveys of / feedback from staff, school policies, procedures / systems, plans and strategies (including evidence of implementation) and evidence of effective working with parents and other stakeholders.*

## 8. OBSERVATIONS

Observations should be used as a positive tool for supportive and developmental purposes and not form an integral part of the appraisal process. If Observations are agreed as being appropriate for the development of the individual in the role, then the number required will be decided through discussion and agreement however observations should not exceed three per school year and should be undertaken within directed time. The individual will have an agreed date for any arranged observations and verbal feedback should be given to the member of staff within 24 hours. Written feedback should follow within 5 working days to support continued learning and development.

## 9. DEVELOPMENT AND SUPPORT

- 9.1 Appraisal is a developmental and supportive process which will be used to inform continuing professional improvement. The School/Trust wishes to encourage a culture in which all staff take responsibility for improving their performance through appropriate professional development. Professional development will be linked to school improvement priorities and to the ongoing professional development needs and priorities of individuals and teams.
- 9.2 As such, the school's CPD programme will be informed by the development needs identified in the appraisee's training plan. (Refer to Appendix Form A6).
- 9.3 As part of facilitating high quality professional development for teachers and school leaders, the School/Trust will consider how National Professional Qualifications (NPQs) can support individuals' and the School's/Trust's development needs. The School will consider any request from a member of staff to study for professional qualifications, including the suite of [National Professional Qualifications \(NPQs\)](#) for teachers. For details of when courses are funded by the Department for Education see <https://www.gov.uk/guidance/funding-for-national-professional-qualifications-npqs>.
- 9.4 The Governing Body/Trust Board will make appropriate but affordable resources available to support staff development arising from the appraisal process. The Headteacher/Senior Leadership Team will report, when required, to the full Governing Body/Trust Board each year on CPD activities.
- 9.5 Where CPD is identified as key to the improvement of an individual, they should not be held responsible for lack of progress against agreed priorities if the resources are not forthcoming/have not been provided.

## **10. FEEDBACK**

10.1 Colleagues will receive constructive feedback on their performance throughout the year and as soon as practicable after any review has taken place or other evidence has come to light. Feedback will highlight particular areas of strength as well as any areas that require further development. Individuals should be met with at an early stage, to offer support and guidance, if further development is required. Individual conversations should be documented to support the required learning.

## **11. INFORMAL SUPPORT**

11.1 Except in the most serious cases of persistent failure to meet job expectations and relevant standards, resulting in substantial negative consequences for the pupils or the school, employees should not ordinarily be placed in capability procedures without first undergoing a period of informal support as part of the appraisal process.

11.2 Where there are concerns about any aspects of the employee's performance they will receive appropriate informal support and guidance at department level. If performance does not improve the informal support will continue under a performance improvement plan as part of the appraisal process. The support to be offered will be agreed in advance and may, for example, for teachers include classroom observation alongside additional training or visits to other classes.

11.3 In these circumstances the appraiser will meet the employee to:

- Inform the employee they are going to be receiving informal support due to performance concerns;
- Give clear and specific feedback about the nature and seriousness of the concerns with examples of where standards have not been met;
- Give the colleague the opportunity to comment and discuss the concerns;
- Set out the performance improvement required by the end of the review period;
- Identify any support (e.g. coaching, mentoring, structured or peer observations), that will be provided to help address those specific concerns;
- Make clear how, and by when, the appraiser will review progress but allowing sufficient time for the required improvement and this may include further supportive observations. The length of the review period will normally be a minimum of six weeks but should reflect the seriousness and the nature of the concerns;
- Explain the implications and process if no or insufficient improvement is made, (i.e. commencement of the capability procedure - see Transition to Capability Section).
- The outcome of the meetings will be confirmed in writing to the employee.

- 11.4 There should be a clear relationship between the issue, the objectives set, and the planned documented programme of support put in place. For example, it may be that the employee only requires informal support in a particular area that is aligned with their professional development needs. The appraiser should partner with the employee in a collaborative manner to establish objectives and timelines, taking into account the employee's circumstances. This may include any medical conditions, well-being support needs, or disabilities protected by equality legislation. The pay (including movement up their range/grade) of staff on informal support will not be affected.
- 11.5 Informal support should be provided for a reasonable period to allow for performance improvement, normally for a minimum of six weeks. However, the duration will be determined based on the specific circumstances, with appropriate support in place to facilitate improvement. The appraiser should meet with the employee regularly to assess progress and ensure the agreed-upon support is being provided. The facility to talk openly and honestly is considered by the School/Trust to be central to the informal support process.
- 11.6 When progress is reviewed, after the agreed upon period, if the appraiser is satisfied that the employee is making sufficient improvement under the performance improvement plan, this will be acknowledged and celebrated and the appraisal process will continue as normal, with any remaining issues continuing to be addressed through that process.
- 11.7 Employees can request that trade union representative or work place colleagues attend meetings if concerns arise about the employee's performance and there is a possibility that there could be a transition to the capability procedure.

## **12. TRANSITION TO CAPABILITY**

- 12.1 In the most serious cases of failures where the employee has not responded to support provided within the informal support process (i.e. if the appraiser or other colleague is not satisfied with progress under the performance improvement plan), or where they have not met job expectations and any employee standards, resulting in substantial negative consequences on the pupils and organisation, the employee will be notified in writing that the appraisal process will no longer apply and that their performance will be managed under the capability procedure and they will be invited to a formal capability meeting. Please refer to the School's Capability Policy. When assessing whether an employee should be subject to formal capability, the case should be discussed/evaluated with the School's HR Advisor in the first instance.
- 12.2 Disciplinary procedures will only be triggered by factors related to misconduct or breach of professional standards. Any misconduct or breach of professional standards will be dealt with through the School's/Trust's Disciplinary Policy and should not form part of

any Capability procedure. Whilst, therefore, the capability and disciplinary procedures should not be conflated, if appropriate to the circumstances, they can run concurrently.

### **13. ANNUAL ASSESSMENT**

- 13.1 **Each teacher's and member of support staff's performance will be formally assessed in respect of each appraisal period. In assessing the performance of the Headteacher/CEO, the Governing Body/Trust Board must consult the external adviser.** (Refer to Appendix Form A4)
- 13.2 An annual appraisal cycle of review, planning and monitoring should be followed and an annual Review and Planning Meeting held at the end of each appraisal period. The performance and development priorities set at this meeting will be reviewed throughout the year. A formal Interim Review Meeting (Refer to Appendix Form A7) will take place approximately mid year from the start of the process. Appraisers/line managers should have less formal one-to-ones or 'catch-ups'. It is good practice to meet with the appraisee several times during the year to monitor progress towards the set objectives.
- 13.3 Meetings should be conducted in line with any safe working practices in place in the School/Trust. Consideration can be given to holding meetings remotely.
- 13.4 At the end of the cycle, assessment of performance against an objective will be on the basis of the performance criteria set at the beginning of the cycle. Good progress towards the achievement of a challenging objective, even if the performance criteria have not been met in full, should be assessed favourably.
- 13.5 If an appraisee is due to commence maternity leave during an appraisal period, the school will, wherever practicable, conduct an interim review in order to inform the end-of-year assessment. If an appraisee leaves the school mid-cycle to take up another post, they may request an interim review meeting to conclude the progress made to date so that they have a completed Appraisal record to take to their next post.
- 13.6 **Teachers and members of support staff will receive their written appraisal report as soon as is practicable following the end of each appraisal period** – and have the opportunity to comment in writing on this. In this school, teachers will receive their written appraisal reports by 31 October, wherever possible (31 December for the Headteacher) and support staff will receive their written appraisal reports by ..... ***(School to insert date)***.
- 13.7 **The appraisal report will include:**
- Details of their objectives for the appraisal period in question;

- **An assessment of the teacher's or member of support staff's performance of their role and responsibilities, including the quality of teaching, against their objectives and the relevant standards, their level of responsibility and experience.**
- **An assessment of the teacher's or member of support staff's training and development needs and identification of any action that should be taken to address them;**
- Details of a discussion on well-being and workload and career progression aspirations;

13.8 The assessment of performance and of training and development needs will inform the planning process for the following appraisal period.

## **14. WORKLOAD AND STAFF WELL-BEING**

14.1 The procedures and processes followed under this Policy will be proportionate. Evidence used to assess progress against appraisal objectives will relate directly to those objectives, be agreed in advance and be readily available from day to day practice in the school. Staff well-being will be considered in setting appraisal objectives and in all arrangements related to appraisal. Assessment of performance will take into consideration individual employees' circumstances.

## **15. MONITORING AND EVALUATION**

15.1 The Governing Body will review the impact of appraisal.

15.2 The Headteacher will provide the Governing Body with a written evaluation of/report on the operation of the school's appraisal policy annually. The evaluation/report will not contain any information which would enable any individual to be identified. The report should include:

- The operation of the appraisal policy;
- The effectiveness of the school's appraisal procedures;
- Staff training and development needs.

15.3 The Governing Body is committed to ensuring that the appraisal process is fair and non-discriminatory. The Headteacher/CEO should assess the impact of the process and of performance objectives to ensure that they do not represent possible grounds for unlawful discrimination in regard to any of the relevant protected characteristics under the Equality Act 2010, part-time work, fixed term contracts or trade union membership.

15.4 The Headteacher/CEO should, therefore, also report annually to the Governing Body, in a confidential section, appropriate details of:

- Any representations on an individual or collective basis on the grounds of alleged discrimination under any of the categories above in relation to appraisal.
- Any instances where the training and development set out in the training and development annex of an appraisal has not been provided.
- Number who have fully achieved objectives.
- Number who have partially achieved objectives but with acceptable reasons.
- Number who have partially achieved objectives but with unacceptable reasons.
- Number who have not achieved their objectives.

## **ANNEX 1: GENERAL PRINCIPLES UNDERLYING THE APPRAISAL POLICY**

### **Support**

The emphasis within the Appraisal process is on supporting an employee to achieve the standards of performance required from them. The School/Trust will seek to establish appropriate support arrangements through discussion with an employee and such arrangements may include developing more specific guidance in the area(s) within which the employee is under performing, in service training, observation by the employee of recognised good practice, within the same school or at another school, a temporary change in role and responsibilities, support, counselling, “in-class” or on the job support.

Training courses or assistance from colleagues should be arranged as soon as possible but should not interrupt the timing of the procedure.

### **Confidentiality**

The appraisal process will be treated with confidentiality. However, the principle of confidentiality does not override the need for the Headteacher and Governing Body to quality-assure the operation and effectiveness of the appraisal system. The school may achieve this, for example, by the Headteacher or appropriate colleague reviewing all employees’ objectives and written appraisal records personally, in order to check consistency of approach and expectation between different appraisers.

### **Equality, Consistency of Treatment and Fairness**

In implementing the Appraisal Policy the Governing Body/Trust Board will abide by all relevant equality legislation including the duty to make reasonable adjustments for all employees with protected characteristics, that there is consistency of treatment and fairness and that the needs of employees are given careful consideration. The School/Trust will, if necessary, apply an equality impact assessment to the policy in the interests of ensuring the avoidance of any unintentional disadvantage to those with a protected characteristic.

### **Standards of performance**

The relevant standards of performance and personal objectives against which an employee is to be assessed will be agreed with an employee through the appraisal process on an annual basis.

### **Delegation**

Normal rules apply in respect of the delegation of functions by Governing Bodies and Headteachers

## **Sickness**

If long term sickness absence appears to have been triggered by the commencement of monitoring performance at any stage of the appraisal process, the case will be dealt with in accordance with the school's Attendance Management Policy. This may involve an immediate referral of the employee to the Occupational Health Service to assess the employee's health and fitness for continued employment and the appropriateness or otherwise of continuing with monitoring or informal processes during the employee's absence from the workplace.

## **Monitoring and Evaluation**

The Governing Body and Headteacher will monitor the operation and effectiveness of the School's appraisal arrangements. This will include ensuring that the arrangements minimise workload for all parties involved.

## **Retention**

The Governing Body and Headteacher will ensure that all written appraisal records are retained and stored in line with the School's/Trust's Retention and Disposal Policy.

## **ANNEX 2: THE APPRAISAL CYCLE**

Below is set out the key elements that should be adhered to during the appraisal process, which spans the academic year. In addition to these key elements, employees will benefit from regular and ongoing dialogue with their line manager throughout the appraisal cycle to support their development, performance and wellbeing.

### **Autumn Term**

- All objectives, success criteria, and evidence to be used will be finalised between the appraiser and appraisee. If agreement cannot be reached, they are set by the appraiser. The appraisee can record their disagreement in writing which should then be taken into account at the review stage

### **Spring and Autumn Term**

- Performance is reviewed against objectives and standards as set out in the School's/Trust's Appraisal Policy
- Mid-year reviews will normally take place in the spring term
- A broad evidence base is to be used during the performance review/s

Additional support can be provided to the employee if a need is identified at any point in the appraisal cycle, and this should be documented as set out above. Further information can be found in the informal support section of the Appraisal Policy.

### **Summer and Autumn Term**

At the end of the appraisal year, employees will receive an appraisal report which includes an assessment against their objectives and success criteria and the relevant standards.

In addition to assessing employees' achievement of objectives, line managers will also discuss workload, well-being, working hours, flexible working, opportunities, and career aspirations in a supportive manner. This is in order to help the employee identify strategies to effectively manage their workload and well-being and provide feedback to management for further improvement and retention.

The appraisals process will be intrinsically supportive and developmental, conducted within a School/Trust culture that values openness and fairness. Throughout the appraisal cycle, employees will receive informal feedback on their performance and development areas. There will be early dialogue with employees that have emerging performance issues, with prompt support put in place to ensure employees have the appropriate guidance and opportunity to improve in the relevant areas.

## **ANNEX 3: ROLES AND RESPONSIBILITIES**

School leaders, governing bodies and teachers all have a role to minimise burdens on staff, including in relation to paperwork and evidence collection.

### **School Leaders**

- Review, develop and streamline the Appraisal Policy as necessary, consulting staff and union representatives as appropriate
- Submit the Policy to the governing body for approval
- Ensure that all employees are made aware of the policy and that they have the knowledge and skills to apply procedures fairly and effectively
- Ensure that employees are appraised in accordance with the School's/Trust's Appraisal Policy and, where applicable, the relevant regulations
- Moderate appraisal outcomes
- Keep records of the appraisal outcomes in order to demonstrate that all judgements have been made objectively and in compliance with the School's/Trust's policy and equalities legislation
- Ensure that employees receive the applicable appraisal documents and are notified in writing of the outcomes of any meetings, where applicable
- Ensure appraisers receive suitable training and development to undertake this role
- Ensure that appraisers alongside appraisees identify relevant sources of evidence, at the point of objective setting, ensuring that these are those that are routinely gathered as part of normal school activity, including those monitoring the quality of provision

### **Governing Body/Trust Board**

- Review and adopt the Appraisal Policy
- Ensure impact on employee workload is minimised
- Agree the extent to which specific functions relating to the appraisal process will be delegated to others, such as the school leader
- Monitor the outcome of appraisal decisions and check that processes operate fairly
- Ensure eligible governors receive relevant training on the appraisal process

### **Employees**

- Participate in arrangements for their own appraisal in line with the School's/Trust's Appraisal Policy and ensure that they understand their responsibilities and the arrangements within the School/Trust
- Keep records of their objectives and identify evidence readily available through day-to-day practice as part of review throughout the appraisal process
- Where applicable, appraise the performance of other employees (as delegated by the school leader; in the case of teachers, such delegation would only be to those teachers in

receipt of a Teaching and Learning Responsibility (TLR) payment, in accordance with the provisions of the School Teachers' Pay and Conditions Document (STPCD). Full training to carry out this task will be provided, and it is expected that the employee participates fully in the training

- Will collate, prepare and present their evidence to the Headteacher/Line Manager during appraisal review meetings