



Policy No: 32 Staff – Appraisal (Support Staff) Policy

Coordinator	Executive Operations Manager
Review Frequency	Annually
Policy First Issued	Sept 2014
Last Reviewed	
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Date policy considered by External Solicitor	N/A
Agreed by Governors and adopted on	
Does this policy need to be agreed by Governors? If yes, which committee	Yes, Board of Governors
Due for Review	AUT 2017
This policy is communicated by the following means:	
Governors	Governor consultation by email when policy reviewed and agreement
Staff	Policy folders on staff shared drive and in-house training
Parents	Academy website, Parent Evenings
Students	Academy website, assemblies, in lessons

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UTC@UTCHS

APPRAISAL POLICY - SUPPORT STAFF

Application of the Policy

The policy applies to all Support Staff employed by UTC@UTCHS except staff on contracts of less than one term and those who are subject to UTCHS's capability policy. All new staff joining UTCHS will be briefed on this policy as part of their introduction to the school.

Purpose

This policy sets out the framework for a clear and consistent assessment of the overall performance of Support Staff and for supporting their development needs within the context of UTCHS's needs and their own professional needs. The appraisal process will be a key source of information, as appropriate for UTCHS's self-evaluation and the wider UTCHS improvement process. Similarly, the UTCHS Development Plan and UTCHS's Self Evaluation Framework are key documents for the appraisal process.

All reviewers are expected to explore the alignment of Appraisees' objectives with UTCHS's priorities and plans. The objectives should also reflect Appraisees' professional aspirations.

Appraisal Process

The Principal is responsible for the appraisal of all staff, but will normally delegate responsibility for appraisal of support staff to the Business Manager. The Principal will appraise the Business Manager.

Appointment of Appraisers

The Business Manager will recommend who will appraise support staff, in consultation with the Principal. The Business Manager will be the appraiser for those members of staff he/she directly line manages and will recommend to delegate the role of Appraiser, in its entirety, to the relevant line managers for some or all other members of support staff.

Where a member of support staff has more than one line manager the Business Manager will recommend which line manager will be best placed to manage and review the member of staff's performance.

Where a member of support staff is of the opinion that the person to whom the Business Manager has delegated the reviewer's duties is unsuitable for professional reasons, s/he may submit a written request to the Business Manager for reviewer to be replaced, stating those reasons. The Business Manager will make a recommendation to the

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Principal.

Where it becomes apparent that the Appraiser will be absent for the majority of the cycle or is unsuitable for professional reasons the Business Manager may perform the duties themselves or delegate them in their entirety to another member of support staff. Where this is not the reviewee's line manager the member of support staff will have an equivalent or higher status in the staffing structure as the member of support staff's line manager. An appraisal cycle will not begin again in the event of the Appraiser being changed. All line managers to whom the Business Manager has delegated the role of Appraiser will receive appropriate preparation for that role.

Equality and Consistency

The Governing Body is committed to ensuring consistency of treatment and fairness in the operation of appraisal. The Principal will have overall responsibility for the quality assurance of the appraisal process across UTC@UTCHS. This will include ensuring the consistency and equality of application of the process throughout UTC@UTCHS.

The Principal will be responsible for reporting regularly to the governing body on any relevant issues, including those of underperformance, arising from the annual review cycle and on any action required to address those issues. The report will enable governors to receive an overall general report of the process but will not include specific details relating to individual members of support staff.

Quality Assurance

The Principal has determined that s/he will delegate the Appraiser role for some or all support staff for whom she is not the line manager. In these circumstances the Principal will moderate all the planning statements to check that the plans recorded in the statements of staff at the UTC

- are consistent between those who have similar experience and similar levels of responsibility
- comply with The UTC's appraisal policy, the regulations and the requirements of equality legislation The Governing Body will review the quality assurance processes when the appraisal policy is reviewed.

The Appraisal Cycle

The performance of staff will be reviewed on an annual basis starting and ending with the setting and reviewing of performance targets, together with CPD needs. A standard support staff performance review proforma (Annex C) will be used to review and record:

- Progress against targets for the previous year
- Targets set for the coming year

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- CPD completed (and its impact) in the previous year
- CPD needs for the coming year

The appraisal cycle will be completed for all staff in accordance to UTCHS's annual calendar.

Support staff who are employed on a fixed term contact 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.

Where a member of support staff starts their employment at UTCHS part-way through the cycle, the Principal shall determine the length of the first cycle for that member of staff with a view to bringing this cycle into line with the cycle for other support staff at UTCHS's as soon as possible.

Where a member of support staff transfers to a new post within UTCHS part-way through a cycle, the Principal shall determine whether the cycle shall begin again and whether to change the appraiser.

Objective Setting

The objectives set and recorded will be rigorous, challenging, achievable, time-bound, fair and equitable in relation to staff with similar roles/responsibilities and experience, and will have regard to what can reasonably be expected of any member of support staff in that position given the desirability of the Appraisee being able to achieve a satisfactory balance between the time required to discharge his/her professional duties and the time required to pursue his/her personal interests outside work. They shall also take account of the member of support staff's professional aspirations and any relevant pay progression criteria. The Appraiser and Appraisee will seek to agree the targets but where a joint determination cannot be made the Appraiser will make the determination. Support Staff will not necessarily all have the same number of targets.

Though appraisal is an assessment of overall performance of Support Staff and the Principal, targets cannot cover the full range of roles/responsibilities. Targets will, therefore, focus on the priorities for an individual for the cycle. At the review stage it will be assumed that those aspects of a member of support staff's roles/responsibilities not covered by the targets or any amendment to the statement which may have been necessary in accordance with the provisions of the regulations have been carried out satisfactorily.

Reviewing Process

Progress against targets set in the support staff performance review proforma will be reviewed as part of a cycle of mentoring meetings, at least three times a year. At the end

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of the cycle, assessment of performance against a target will be on the basis of the performance criteria set at the beginning of the cycle. Strong progress towards the achievement of a challenging target, even if the performance criteria have not been met in full, will be assessed positively.

This assessment is the end point of the annual appraisal process, but performance and development priorities will be reviewed and addressed on a regular basis throughout the year by means of:

- Mentor meetings according to the published schedule;
- Observation working practices, including management activities where appropriate;
- Other feedback obtained during the cycle relevant to the member of support staff's overall performance.

The appraisal cycle is annual, but on occasions it may be appropriate to set targets that will cover a period over more than one cycle. In such cases, the basis on which the progress being made towards meeting the performance criteria for the target will be assessed at the end of the first cycle and will be recorded in the planning and review statement at the beginning of the cycle.

At the end of each appraisal period, the member of support staff will receive and have the opportunity to comment in writing on a written appraisal report. At UTCHS support staff, will receive their written appraisal reports no later than one week after the appraisal review meeting. The appraisal report will include:

- details of the member of support staff's objectives for the appraisal period in question;
- an assessment of the member of support staff's performance of their role and responsibilities against their objectives and the relevant standards;
- an assessment of the member of support staff's training and development needs and identification of any action that should be taken to address them;
- a recommendation on pay where that is relevant.

The assessment of performance and of training and development needs will inform the planning process for the following appraisal period. CPD needs will be passed to the member on the senior leadership team with overall responsibility for CPD.

Any recommendations on pay will be referred to the Principal and managed in accordance with the UTCHS Pay Policy

When progress is reviewed, if the appraiser is satisfied that the member of support staff has made, or is making, sufficient improvement, the appraisal process will continue as normal, with any remaining issues continuing to be addressed through that process. If progress is deemed unsatisfactory it will be managed under UTCHS's Capability Policy.

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Development and Support

UTCHS's CPD programme will be informed by the training and development needs identified in the training annex of the Appraisee's planning and review statements.

The Governing Body will ensure in the budget planning that, as far as possible, appropriate resources are made available in UTCHS's budget for any training and support agreed for Appraisees.

An account of the training and development needs of staff in general, including the instances where it did not prove possible to provide any agreed CPD, will form a part of the Principal's annual report to the Governing Body about the operation of the appraisal process in UTCHS.

With regard to the provision of CPD in the case of competing demands on UTCHS's budget, a decision on relative priority will be taken with regard to the extent to which: (a) the CPD identified is essential for an Appraisee to meet their objectives; and (b) the extent to which the training and support will help UTCHS to achieve its priorities. UTCHS's priorities will have precedence. Support staff are expected to be active in identifying their own training needs and in identifying appropriate sources of training. They should not be held accountable for failing to make good progress towards meeting their performance criteria where the support recorded in the planning statement has not been provided.

Appeals and Capability

At specific points in the appraisal process support staff have a right of appeal against any of the entries in their planning and review statements. Where an appraisee wishes to appeal on the basis of more than one entry this would constitute one appeal hearing. Details of the appeals process are covered in UTCHS's pay policy.

If the appraiser is not satisfied with progress, the teacher will be notified in writing that the appraisal system will no longer apply and that their performance will be managed under UTCHS's capability procedure.

Confidentiality

The whole appraisal process and the statements generated under it, in particular, will be treated with strict confidentiality at all times. Only the Principal, the Business Manager, the Appraisee's line manager or, where s/he has more than one, each of her/his line managers will be provided with access to the Appraisee's plan recorded in his/her statement, upon request, where this is necessary to enable the line manager to discharge her/his line management responsibilities. Appraisees will be told who has requested and who has been granted access.

Retention of Statements

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

Monitoring and Evaluation

The Principal will provide the Governing Body with a report on the operation of UTCCHS's appraisal policy annually. The report will not contain any information which would enable any individual to be identified. The report will include:

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

Review: This policy will be reviewed every two years. The Governing Body 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.