
APPRAISAL POLICY



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APPRAISAL POLICY

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CEO Signature:	Angela Ransby
Trust Board Signature:	Alan Whittaker

Updates made:	Date:

1. Scope

This policy applies to all members of Raedwald Trust staff.

The policy does not apply to staff employed for less than one term, those on probationary or induction programmes, those who are subject to a formal capability procedure or those on government employment schemes who are subject to other performance management arrangements. The policy may be modified or suspended in respect of staff on long term ill-health, absence, special leave, suspension or in other cases.

2. Purpose

The Raedwald Trust is committed to ensuring its students have the best opportunity to realise their aspirations.

The Trust's Appraisal Scheme helps to sustain and enhance quality in all areas of work by supporting staff in realising their full potential so that they may carry out their responsibilities effectively and in line with the Trust's Strategic Plan.

This policy sets out the framework for a clear and consistent assessment of the overall performance and contribution of all staff and will support staff development within the context of the Trust's strategic plan.

This policy also includes information on the initial support and arrangements, that will apply where there are concerns about any aspects of a member of staff's work or performance, this will ensure that:

- All staff understand what is expected of them and that these expectations will necessarily evolve over time, shaped by the individual and the changing needs of the Trust
- All staff are accountable for their performance in their role and the contribution they make to the Trust, its students and to the wider Raedwald community
- All staff contribute to the realisation of the strategic development of their setting, department and the wider Trust.
- All staff have a professional responsibility to be actively engaged in effective and sustained Staff Development and Training and will also take personal responsibility for their own professional development.
- All staff are entitled to suitable support, challenge and feedback about their work, including regular discussion with their line manager about their performance, achievements, areas for development and support needs.

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- All staff can expect their job satisfaction to be considered and their personal and professional development appropriately supported by the organisation.

3. Description of Scheme

The appraisal period, or cycle, is the 12-month period from 1st September until 31st August. The Interim review will take place in the Spring Term (normally March), this will be an opportunity to ensure that the member of staff is on track to meet their objectives and to ensure any support needs are in place. At this point the member of staff will confirm with the appraiser their training and development needs for the next academic year which will inform the Staff Development Training Plan.

The annual quality review of the appraisal cycle, the setting of objectives and the identification of support requirements for the forthcoming year takes place in September/October with completion being no later than the end of October.

New staff, newly promoted staff and those with a substantial change to their role complete a six month probationary period, during which time they receive appropriate support and development and establish their suitability for the post. During this period there is an induction (where relevant for new staff), followed by initial and final reviews which take place at two and six months respectively. If suitability cannot be established during this period, the probation period will normally be extended to up to six months.

The Probation period runs in parallel with the Appraisal Process; staff who are on Probation will enter the Appraisal process on completion of their probation.

3.1 Standards

The Trust has its own support staff standards, and these along with the teacher's nationally agreed standards are incorporated into job descriptions as appropriate. Standards will be reviewed annually at the appraisal meeting but should not be used as a 'checklist' against which performance is measured. The expectation is that all staff continue to perform at a high level and in line with the expectations of the Raedwald Trust unless there is evidence to the contrary.

Staff are expected and encouraged to access the Trust CPD Modules which are located on RT Staff Hub, these modules have been specifically developed with the Trust ethos and strategic priorities in mind. Staff should use the modules as the first port of call, if the modules available do not directly meet the needs of the member of staff, then they should investigate external training and discuss the rationale and cost with their line manager, who will approve where appropriate.

3.2 Pay

Appraisal supports the Trust in making fair, consistent and effective decisions in respect of the pay and progression for all staff. No individual measure is used as the single arbiter of performance for pay purposes; a range of evidence will be used to support these judgements including data, completion of individual objectives, completion of either Trust CPD Modules, or where agreed external training, and contribution to Academy objectives and effectively meeting the appropriate standards.

4. Appointment of Appraisers

Appraisers are responsible for setting objectives, reviewing performance (including an annual recommendation on any pay progression) and agreeing arrangements that support continued professional development and training.

4.1 Appraisal of staff

Appraisals will be delegated to the relevant line managers and/or other persons designated by the CEO and Leadership Team.

Leaders/ CEO will have the discretion to re-allocate appraisals between appraisers, if appropriate, to balance out workload, due to prolonged absence of the appraiser or for other managerial reasons. If an appraiser is changed the new appraiser should, if practicable, be at a peer level or higher than the replaced appraiser.

If a member of staff commences a new role, or there is a change in appraiser, the appraisee and the new appraiser can commence the objective setting process in the new academic year; however, wherever possible, the review of previous year's performance must be conducted by the former appraiser to ensure continuity and accountability.

If a member of staff has more than one line manager, the CEO/Leadership Team will determine which manager will take the lead in the appraisal process, with the other feeding into the process.

Should a member of staff believe that the delegated to be their appraiser is unsuitable for professional reasons he/she may submit a written request to the HR Officer or a change in appraiser stating their reasons; reasonable consideration will be given to such requests but where it is not deemed necessary or appropriate to change the appraiser a written response will be given to the appraisee, explaining the reasons in full. Consideration will be given to other arrangements, for example, support during the appraisal meeting.

To ensure consistency of objectives and evaluations, the appraiser's line manager will review, contribute to, and moderate the appraisal report for members of their team.

5. Appraising Performance

Appraisee responsibility – each individual is responsible for familiarising him/herself with his/her objectives, the required standards and for checking his/her own progress in meeting those.

Appraiser responsibility – periodic discussion should be held with appraisees during the year (to include the Interim Appraisal point) to encourage and check on progress and provide support where appropriate.

Appraiser's Line Manager responsibility – to monitor the continuity of objectives and evaluations and ensure a robust, fair and effective process has taken place.

6. Process

In advance of the appraisal meeting, appraisees will reflect on their performance by self-evaluating, considering the year's successes and challenges and what is to be achieved in the following year.

The appraisee records their views in advance of the appraisal meeting. Views may be adapted following discussion with the appraiser.

The appraiser reflects on the appraisee's self-evaluation in advance of the appraisal meeting and either records initial comments in advance, which are updated and completed after the meeting, or records all comments following the meeting.

At the appraisal meeting the appraisee and appraiser jointly discuss the appraisee's performance, review and set annual objectives, agree the success criteria against which objectives will be assessed and agree any training and developmental needs not covered at the Interim appraisal stage. There must also be an opportunity for the appraisee to update their record following the meeting, for example to record additional objectives or training and developmental needs. However, this is managed, the appraiser must agree this in advance with the appraisee.

The appraisal record must be completed fully within 10 working days of the appraisal having taken place. Recommendations for Pay progression will be made by the appraiser.

It is intended that after the first appraisal cycle, a quality moderation process will take place to monitor consistency and evaluate the appraisal process, the Trust will seek the views of staff which will inform the process post 2022

7. Staff Development and Training

Appraisal is a supportive process which will be used to inform staff development and including continuous professional development. The Raedwald Trust wishes to encourage a culture in which all

staff take responsibility for improving their performance through appropriate professional development and training.

All training and professional development activities will be linked to the Trust Improvement Plan and to the ongoing professional development needs and priorities of individual staff.

Development needs will be prioritised within available budget and in line with the key priorities for the Trust.

In the case of competing demands on the Staff Development budget, a decision on relative priority will be made taking into account the extent to which CPD identified:

- Is essential for the member of staff to meet their objectives, and
- Will help the Trust to achieve its priorities

It is recognised that not all development activities require financial resources, as there are many forms of development such as project management, coaching and mentoring. Managers will be encouraged to be creative in considering the means of effective development.

Having undertaken development and training staff are expected to share their newly acquired knowledge with their team and provide evidence of improvement in the work they undertake.

8. Performance Concerns

All staff will receive constructive feedback on their performance throughout the year.

During the appraisal period, if a member of staff falls short of the required standards, it is expected that such shortfalls would be addressed in day-to-day managerial discussions and/or periodic discussions relating to appraisal.

Where there are concerns about any aspects of the member of staff's performance the appraiser will meet with the member of staff to:

- Give clear feedback to the member of staff in relation to the nature and seriousness of the concerns.
- Give the member of staff the opportunity to comment and discuss concerns.
- Agree any support (e.g. coaching, mentoring, observation on the work environment – classroom or other), that will be offered to help address the specific concerns.
- Make clear how, and by when, the appraiser will review progress; it may be appropriate to revise objectives, and it will be necessary to allow sufficient time for improvement (the amount of time allowed will reflect the seriousness of concerns).

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- Make it clear that significant improvement will be expected by the end of the review period and explain the implications if no, or insufficient improvement is made.
 - Make it clear that any improvement must be sustained.

The appraiser should ensure their line manager is informed of the actions taken.

When progress is reviewed, if the appraiser is satisfied that member of staff has made/is making, sufficient improvement, the appraisal process will continue as normal, with any remaining issues continuing to be addressed through the process.

9. Linked Statements, Policies and Procedures

- Capability Policy
- Pay Policy
- Probationary Policy
- Grievance Policy

10. Appeals against appraisal assessment outcome

Individuals may appeal against the outcome of an appraisal report.

The aim should be to resolve the issue informally through professional dialogue, should this not result in a satisfactory outcome then the appeal should be placed in writing to their appraiser. The appeal should refer to all the contested points as only one appeal will be allowed per annual cycle.