



The Wythenshawe Catholic Academy Trust

Journeying together with Jesus Christ, we learn to love and love to learn.

APPRAISAL POLICY & PROCEDURE FOR SUPPORT STAFF



Saint Paul's Catholic High School

St Elizabeth's Catholic Primary School

St Anthony's Catholic Primary School

SS John Fisher & Thomas More Catholic Primary School

Document Record	
Title	Appraisal Policy and Procedure for Support Staff
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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 within the context of the Trust and its Academies' plan for improving educational provision and performance, and the standards expected of all staff. It also sets out the arrangements that will apply when support staff fall below the levels of competence that are expected of them.
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Schools within the Wythenshawe Catholic Academy Trust:

- Saint Paul's Catholic High School
- St Anthony's Catholic Primary School
- SS John Fisher & Thomas More Catholic Primary School
- St Elizabeth's Catholic Primary School

This policy will be published on the Trust's web site under the staff section.

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1. Introduction

- i. The Wythenshawe Catholic Academy Trust (referred to hereafter as the Trust) is committed to ensuring that the appraisal procedure will be a supportive and developmental process designed to ensure that all support staff have the skills and support they need to carry out their role effectively. It will help to ensure that they are able to continue to improve their practice and develop.
- ii. This policy sets out the framework for a clear and consistent assessment of the overall performance of Support Staff including the Senior Executive and for supporting their development within the context of the Trust's and Academies' plan for improving educational provision and performance, and the standards expected of all staff. It also sets out the arrangements that will apply when support staff fall below the levels of competence that are expected of them. iii. This policy and procedure complies with policy adopted by the Catholic Education Service.
- iii. The Trust is committed to ensuring consistency of treatment and fairness. It will abide by all relevant equality legislation, including the duty to make reasonable adjustments for disabled support staff. The Trust is mindful of its obligations and duties under the Equality Act and the Department for Education.

2. Definitions

- 2.1 In this Appraisal Policy and Procedure, unless the context otherwise requires, the following expressions shall have the following meanings:
- i. 'Academy' means the academies named at the beginning of this Appraisal Policy and Procedure and includes all sites upon which the Academy undertaking is, from time to time, being carried out.
 - ii. 'Academy Trust' means the company responsible for the management of the Academy and, for all purposes, means the employer of staff at the Academy.
 - iii. 'Board' means the board of Directors of the Academy Trust.
 - iv. 'Chair' means the Chair of the Board or the Chair of the Local Governing Body of the Academy appointed from time to time, as appropriate.
 - v. 'Clerk' means the Clerk to the Board or the Clerk to the Local Governing Body of the Academy appointed from time to time, as appropriate.
 - vi. 'Companion' means a willing work colleague not involved in the substance of the employee's performance under review by this Appraisal Policy and Procedure, or an accredited representative of a trade union or other professional association of which the employee is a member, who should be available for the periods of time necessary to meet the timescales under this Appraisal Policy and Procedure.

- vii. 'Diocesan Schools Commission' means the education service provided by the diocese, which may also be known, or referred to, as the Diocesan Education Service.
- viii. 'Directors' means directors appointed to the Board of the Academy Trust.
- ix. 'Governing Board' means the body carrying out the employment functions of the Academy Trust and such term may include the Board and/or a Local Governing Body of the Academy.
- x. 'Governors' means the governors appointed and elected to the Local Governing Body of the Academy, from time to time.
- xi. 'Local Governing Body' means the group of governors appointed and elected to carry out specified functions in relation to the Academy as delegated by the Academy Trust.
- xii. 'Vice-Chair' means the Vice-Chair of the Board or the Vice-Chair of the Local Governing Body of the Academy elected from time to time, as appropriate.

3. Application

- 3.1 Subject to Paragraph 1.2, this Appraisal Policy and Procedure applies to you if you are an employee or worker at the Trust or Academy employed in your capacity as support staff worker and are not a teacher or headteacher (hereinafter referred to as an "employee" or "you").
- 3.2 This Appraisal Policy and Procedure does not apply to those employees who are employed under a contract of employment for less than one term and those who are subject to the Trust's Capability Policy and Procedure.

4. Scope

- 4.1 The purpose of this procedure is to establish a framework for a clear and consistent assessment of the overall performance of employees and for supporting their development within the context of the Trust's and its Academies' plans for improving educational provision and performance, and the standards expected of staff.
- 4.2 The Trust and its Academies are committed to ensuring respect, objectivity, belief in the dignity of the individual, consistency of treatment and fairness in the operation of performance management at a Catholic academy. This commitment extends to promoting equality of opportunity and eliminating unlawful discrimination throughout the academy community.
- 4.3 Where concerns raised about an employee's performance cannot be resolved through this Appraisal Policy and Procedure, there will be consideration of whether to invoke the Trust's Capability Policy and Procedure.
- 4.4 This Appraisal Policy and Procedure does not form part of any other procedure but relevant information on appraisal, including Appraisal

Reports, may be taken into account in relation to other applicable policies and procedures.

- 4.5 An employee is entitled to have access by arrangement to their personnel file and to request the deletion of time-expired records in line with the provisions of the General Data Protection Regulation (GDPR). The Academy Trust Company delegates its authority in the manner set out in this policy.

5. Appraisal in a Catholic Context

- 5.1 Appraisal will be a supportive and developmental process designed to ensure that all employees have the skills and support they need to carry out their role effectively within the context of the Trust and Academy's ethos.
- 5.2 Arrangements for appraisal will be conducted in such a way that employees will be secure in the knowledge that their progress and commitment to the Trust and its Academies are acknowledged.
- 5.3 Appraisal is a time to celebrate achievement wherever possible, as well as for discerning where there is scope for development. Challenge is at the heart of the Gospels. Christ challenged all whom he encountered, each according to their needs and readiness. The Trust and its Academies are committed to ensuring respect, objectivity, belief in the dignity of the individual, consistency of treatment and fairness in the operation of performance management as a Catholic academy. This Appraisal Policy and Procedure offers opportunities to ensure justice for employees and pupils alike and has the potential for the expression of Christian qualities such as honesty, self-knowledge, respect for others and their gifts, recognition of the needs and achievements of others, challenge of self and others, personal growth and openness.

6. The Appraisal Period

- 6.1 The Appraisal Period will run for twelve months from January to December.
- 6.2 Employees who are employed on a fixed-term or temporary contract of less than one year will have their performance managed in accordance with the principles underpinning this Appraisal Policy and Procedure. The length of the Appraisal Period will be determined by the duration of their contract of employment.
- 6.3 Where an employee starts their employment at the Trust or Academy partway through the usual Appraisal Period, the CEO/Headteacher shall determine the proportionate length of the Appraisal Period for that employee with a view to bringing his/her Appraisal Period into line with the usual Appraisal Period as soon as possible.
- 6.4 Where an employee transfers to a new post within the Trust or Academy partway through an Appraisal Period, the CEO/Headteacher shall

determine whether the Appraisal Period should be re-set and whether the Appraiser should be changed.

7. Appointing Appraisers

- 7.1 An Appraiser will be appointed by the CEO/Headteacher to appraise an employee of the Trust or Academy respectively.
- 7.2 The Appraiser will set employee objectives in accordance with Paragraph 8 below.
- 7.3 The Appraiser, through the CEO/Headteacher and/or Governing Board, may seek advice from other external advisers including, but not limited to, the Diocesan Schools' Commission.
- 7.4 Where it becomes apparent that an Appraiser appointed by the CEO/Headteacher will be absent for the majority of the Appraisal Period, the CEO/Headteacher may perform the duties of the Appraiser or delegate those duties to another teacher for the duration of the absence.
- 7.5 Where an employee has a reasonable objection to the choice of Appraiser, their concerns may be carefully considered by a suitable person other than the Appraiser and, where it can be reasonably accommodated, an alternative appraiser may be offered

8. Setting Objectives

- 8.1 Appraisal objectives should reflect the Catholic identity and mission of the Academy and the values it proclaims and Appraisers are expected to explore the alignment of such objectives with the Trust and its Academies priorities and plans, working at all times to ensure that the Catholic ethos is developed and maintained.
- 8.2 The Appraiser and the employee will seek to agree the objectives. Objectives may be revised if circumstances change. The Trust and its Academies operates a system of moderation to ensure that all Appraisers are working to the same standards. Targets will be moderated across the Trust to ensure that they are consistent between employees with similar experience and levels of responsibility. Should the objectives not be agreed, a record of the employee's relevant comments shall be added to the appraisal documentation but the final decision on allocation of objectives rests with the Appraiser.
- 8.3 The objectives set for each employee will, if achieved, contribute to the Academy's plans for improving educational provision and performance and improving education of the pupils at the Academy. This will be ensured by the Heads of the Academy Trust agreeing the principles underlying the setting of objectives in the Autumn Term prior to the Appraisal Period.
- 8.4 Objectives, where met, should contribute to improving the progress, development and well-being of pupils at the Academy as understood in relation to the Catholic nature of the Trust and its Academies and so

include the academic, spiritual, moral, social, emotional and cultural development of each pupil.

- 8.5 The employee's objectives will be set by the Appraiser before, or as soon as reasonably practicable after, the start of each Appraisal Period and the employee will be informed of the objectives and standards against which their performance will be appraised in that Appraisal Period.
- 8.6 The objectives will be Challenging, Specific, Measurable, Achievable, Realistic and Time-bound and will be appropriate to the employee's role and level of experience.
- 8.7 The Appraiser may take into account the Trust's and Academy's work/life balance strategy and the effects of an individual's circumstances, including any disability, when agreeing objectives.
- 8.8 Following discussion between the Appraiser and the employee, set objectives may be revised by the Appraiser in accordance with the needs of the Trust or Academy and the employee, and any such revision(s) to set objectives will be recorded in writing

9. Reviewing Performance

9.1 Development and Support

- a) Appraisal is a supportive process which will be used to inform the employee's continuing professional development. The Trust and its Academies wish to encourage a culture in which all employees take responsibility for improving the Trust or Academy through appropriate professional development. Professional development will be linked to the Trust and Academy's improvement priorities and to the ongoing professional development needs and priorities of individual employees
- b) Account will be taken in a review meeting of where it has not been possible for employees to fully meet their objectives because the agreed support has not been provided

9.2 Informal Action

- a) An employee's line manager may identify concerns on an informal basis at any time about any performance falling short of the standards expected.
- b) An employee's line manager may also provide informal advice and appropriate support which may include training, coaching, mentoring, counselling, monitoring, working in a professional learning community, learning and development opportunities, supervision, occupational health, arrangements for observation of lessons taught by teachers at the Academy or elsewhere or discussing practice with advisory teachers or other support staff members.
- c) Informal action could include establishing the expectations that the Trust or Academy and/or the Governing Board has of the

employee and what support may be provided to help the employee to meet those expectations.

- d) Informal action may be recorded in writing and may be referred to at a later stage as evidence that an informal approach was attempted and the success or failure of such an approach

9.3 Alternative Action

- a) There may be a situation where the employee's line manager and/or the Appraiser considers that a recent promotion or job change has been a contributory factor in any unsatisfactory performance and that informal action has been, or is unlikely to be, effective.
- b) The line manager/Appraiser may offer the employee the option of taking a voluntary demotion as an alternative to proceeding with action under this Appraisal Policy and Procedure

9.4 Observation

- a) The Trust and its Academies believe that observation of work practice is important both as a way of assessing employee performance in order to identify any particular strengths and areas for development as well as gaining useful information which can inform Trust and Academy improvement more generally
- b) All observation will be carried out in a supportive fashion and should not be excessive

9.5 Feedback

- a) Employees will receive constructive feedback on their performance throughout the year and as soon as practicable after observation has taken place or other evidence has come to light. Feedback will include discussion with the employee, highlighting their areas of strength and areas that need attention and will determine any appropriate action required.
- b) Where there are concerns about any aspects of the employee's performance these will be addressed at a meeting between the Appraiser and the employee. At such meeting the employee will be notified of the Appraiser's concerns about the employee's performance, the action required to bring the employee's performance to the standard expected and the timeframe for so doing. The employee's progress will continue to be monitored as part of the appraisal process and a reasonable time given for their performance to improve. This will depend on the circumstances but will usually be for a period of between four and twelve working weeks, with appropriate support as agreed at the meeting in order that the aim of recovering and improving performance can be achieved.
- c) When progress is reviewed at the end of the review, if the Appraiser is satisfied that the employee has made, or is making, sufficient improvement, the appraisal process will continue as

normal. Where the Appraiser finds that insufficient, or no, improvement has been made, then paragraph 10.6 will apply.

10. Annual Assessment

- 10.1 Employees performance will be formally assessed in respect of each Appraisal Period.
- 10.2 This assessment is the end point to the annual appraisal process but performance and development priorities will be reviewed and addressed on a regular basis throughout the year at interim meetings (which shall be conducted in person or via other appropriate medium, depending on the circumstances) which may take place half way through the Appraisal Period.
- 10.3 The employee will receive, as soon as practicable following the end of each Appraisal Period, a written Appraisal Report. The employee will have the opportunity to comment on the Appraisal Report in writing. This Appraisal Report does not form part of any formal capability or disciplinary procedures. However any relevant information from the appraisal process may be taken into account by those responsible for taking decisions about capability.
- 10.4 The Appraisal Report will include
 - a) Details of the employee's objectives for the relevant Appraisal Period;
 - b) An assessment of the employee's performance of their role and responsibilities against their objectives and any relevant standards;
 - c) An assessment of the employee's training and development needs and identification of any action that should be taken to address them;
 - d) A recommendation on pay where that is relevant;
 - e) A space for the employee's own comments;
 - f) Recognition of the employee's achievements during the Appraisal Period.
- 10.5 A review meeting will take place to discuss the content of the Appraisal Report and any further action required, including setting a period for review of performance, and to inform objective setting for the next Appraisal Period.
- 10.6 Transition to capability: If the Appraiser is not satisfied with the employee's progress following the review period or the Annual Assessment, the employee will be notified in writing that this Appraisal Policy and Procedure will no longer apply and that their performance will be managed under the Trust's Capability Policy and Procedure.

11. Appeals

- 11.1 Employees have a right of appeal against any of the entries in the written Appraisal Report and a separate right of appeal against a decision to invoke the Trust's Capability Policy and Procedure. If an appeal relates to a decision about pay, the employee is referred to the Trust's Pay Policy and Procedure.
- 11.2 An appeal in accordance must be made in writing to the Clerk and lodged within 10 working days of receipt of the Appraisal Report or the letter confirming that the Trust's Capability Policy and Procedure will be invoked.
- 11.3 The appeal letter must set out the grounds of the appeal in detail.
- 11.4 The Appeal Meeting will normally be held within 20 working days of your appeal letter being received by the Clerk.
- 11.5 The Appeal Manager will be the CEO/Headteacher, excluding where the CEO/Headteacher is the Appraiser.
- 11.6 The Appeal Manager will confirm the outcome of the Appeal Meeting in writing to you within 5 working days of the date of the Appeal Meeting. The decision of the Appeal Manager is final and there will be no further right of appeal. The outcomes of the Appeal Meeting are that:
 - a) the Appeal Manager may uphold the entries made in the Appraisal Report and/or the transition to capability proceedings in accordance with Paragraph 8.6; or
 - b) the Appeal Manager may uphold the employee's appeal and overturn the decision of the Appraiser. Where such appeal relates in whole or in part to entries in the Appraisal Report, the disputed entries shall be referred back to the Appraiser for reconsideration.
- 11.7 Where an appeal is against entries in the Appraisal Report and a decision to invoke the Capability Policy & Procedure, the appeals will be heard together.

12. Companion

- 12.1 Where a meeting is held, an employee may be accompanied by a Companion.
- 12.2 The employee must let the person appointed to hold such meeting know who their Companion will be at least one working day before the meeting.
- 12.3 If the employee has any particular reasonable need, for example, because they have a disability, they may also be accompanied by a suitable helper.
- 12.4 Companions can address the meeting in order to:
 - a) put the employee's case
 - b) sum up the employee's case
 - c) respond on the employee's behalf to any view expressed at the meeting
 - d) ask questions on the employee's behalf.

- 12.5 Companions can also confer with employees they are accompanying during the meeting.
- 12.6 Companions have no right to:
- a) answer questions on behalf on employees
 - b) address the meeting if the employee does not wish it
 - c) prevent the employee from explaining their case
- 12.7 Where the employee has identified their Companion and they have confirmed in writing to the relevant person that they cannot attend the date or time set for the meeting, the relevant person will not usually postpone the meeting for a period in excess of five working days from the date set by the Academy to a date or time agreed with the Companion provided that it is reasonable in all the circumstances. Should Companions subsequently be unable to attend the rearranged date, the meeting may be held in their absence or written representations will be accepted.

13. Timing of Meetings

- 13.1 The aim is that meetings under this procedure will be held at mutually convenient times but depending on the circumstances meetings may:
- a) need to be held when the employee is timetabled to assist with lessons;
 - b) be held after the end of the Academy day;
 - c) not be held on days on which the employee would not ordinarily work;
 - d) be extended by agreement between the parties if the time limits cannot be met for any justifiable reason.

14. Venue for Meetings

- 14.1 Any meeting may be held off the Academy site to minimise any distress to the employee.

15. Assistance

- 15.1 Where matters fall to be decided under Paragraphs 10 and 11, the Diocesan Schools Commission may send a representative to advise the Academy.

16. Review of this Policy and Procedure

- 16.1 This procedure was produced in September 2013, amended in June 2016 and again in May 2018 by the Catholic Education Service (CES) for use in Catholic Voluntary Academies in England following consultation with the national trade unions. It may be adapted, as appropriate, for use in joint Church academies subject to the approval of the CES on referral by the relevant Catholic diocese. This procedure will be reviewed by the CES in readiness for the academic year 2019/2020.