



Appraisal Policy

SUPPORT STAFF

For the following:

**Cardinal Newman Catholic Primary School
Holy Family Catholic Primary School
St Alban's Catholic Primary School
St Anne's Catholic Primary School
St Augustine Catholic Primary School
St Charles Borromeo Catholic Primary School
St Cuthbert Mayne Catholic Primary School
St Hugh of Lincoln Catholic Primary School
St John the Baptist Secondary Catholic School
St Polycarp's Catholic Primary School
St Thomas of Canterbury Catholic Primary School
St Peter's Catholic School
Salesian Catholic Secondary School
The Marist Catholic Primary School**

This Appraisal Policy has been approved and adopted by the Xavier Catholic Education Trust in May 2019 and will be reviewed in January 2021.

Committee Responsible: HR Committee

Xavier Catholic Education Trust Mission Statement

Our mission is to provide an outstanding Catholic education for all the children in our schools. We will follow the example and teachings of Christ and everything we do will be inspired by gospel values. We will strive for excellence in all areas of our work and cherish every child in our care.

Definitions

In this Appraisal Policy and Procedure, unless the context otherwise requires, the following expressions shall have the following meanings:

- i. 'Academy' means the school named at the beginning of this Appraisal Policy and Procedure and includes all sites upon which its activity is being carried out. Each school with Xavier Catholic Education Trust has academy status.
- ii. 'Academy Trust Company' means the company responsible for the management of Xavier Catholic Education Trust (Xavier CET) and, for all purposes, means the employer of staff at its schools.
- iii. 'Board' means the board of Directors of the Xavier CET.
- iv. 'Chair' means the Chair of the Board or the Chair of the Local Governing Committee 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 Committee 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; an accredited trade union representative; an official employed by a trade union who will be expected to make themselves 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 Company.
- ix. 'External Adviser' means a suitably skilled and/or experienced person who is appointed by the Governing Board to support the Governing Board to appraise the Headteacher in accordance with this Appraisal Policy and Procedure. The External Adviser must be familiar with the particular needs of a Catholic voluntary academy e.g. the development of the Academy's ethos.
- x. 'Governing Board or Governing Body' means the Local Governing Committee of the School.
- xi. 'Governors' means the governors appointed and elected to the Local Governing Committee of the School, from time to time.
- xii. 'Local Governing Committee' means the group of governors appointed and elected to carry out specified functions in relation to the School as delegated by the Academy Trust Company.

- xiii. 'Standards' means the relevant standards incorporated into the Teacher's contract of employment which may be the Teachers Standards published by the DfE in 2012 or any subsequent revisions thereof.
- xiv. 'Employee' means any member of the support staff employed by the Academy Trust Company to work at the School or as a member of the central team.
- xv. 'Vice-Chair' means the Vice-Chair of the Board or the Vice-Chair of the Local Governing Committee of the Academy elected from time to time, as appropriate.

1. APPLICATION

- 1.1 Subject to Paragraph 1.2 below, this Appraisal Policy and Procedure applies to you if you are an employee or worker at the Academy (hereinafter referred to as an "employee" or "you").
- 1.2 This Appraisal Policy and Procedure does not apply to staff employed under a contract of employment for less than one term, those undergoing induction and those who are subject to the Academy's Capability Policy and Procedure.

2. SCOPE

- 2.1 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 Academy's plan for improving educational provision and performance, and the standards expected of staff and any applicable Professional Code of Conduct and Practice.
- 2.2 The Xavier Catholic Education Trust is committed to ensuring respect, objectivity, belief in the dignity of the individual, consistency of treatment and fairness in the operation of performance management in all its schools. This commitment extends to promoting equality of opportunity and eliminating unlawful discrimination throughout the Xavier Catholic Education Trust.
- 2.3 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 Academy's Capability Policy and Procedure.
- 2.4 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 the Academy's Capability Policy and Procedure and/or Disciplinary Policy and Procedure.
- 2.5 The 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)
- 2.6 The Xavier Catholic Education Trust delegates its authority in the manner set out in this policy.

3. APPRAISAL IN A CATHOLIC CONTEXT

- 3.1 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 Academy's ethos.
- 3.2 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 Academy are acknowledged.

- 3.3 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.
- 3.4 The Academy is 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 all employees 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.

4. THE APPRAISAL PERIOD

- 4.1 The Appraisal Period will run for twelve months, eg, from September to September or April to April as determined by the individual school.
- 4.2 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.
- 4.3 Where an employee starts their employment at the XCET part-way through the Trust's usual Appraisal Period, the Headteacher shall determine the length of the Appraisal Period for that employee with a view to bringing his/her Appraisal Period into line with the Academy's usual Appraisal Period (as per Paragraph 4.1 above) as soon as possible.
- 4.4 Where an employee transfers to a new post within the Academy partway through an Appraisal Period, shall determine whether the Appraisal Period should be re-set and whether the Appraiser should be changed.

5. APPOINTING APPRAISERS

- 5.1 An Appraiser will be appointed by the Headteacher to appraise an employee of the Academy
- 5.2 The Appraiser will agree objectives with the employee in accordance with paragraph 6 below.
- 5.3 Where it becomes apparent that an Appraiser appointed by the Headteacher will be absent for the majority of the Appraisal Period, the Headteacher may perform the duties of the Appraiser or delegate those duties to another employee for the duration of the absence.
- 5.4 Where an employee has a reasonable objection to the choice of Appraiser, their concerns may be carefully considered and, where it can be reasonably accommodated, an alternative appraiser may be offered.

6. SETTING OBJECTIVES General

- 6.1 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 Academy's priorities and plans, working at all times to ensure that the Catholic ethos is preserved and maintained.
- 6.2 The Appraiser and the employee will seek to agree the objectives. Objectives may be revised if circumstances change. Team targets may be agreed to deliver on the improvement plans of a team within the school. In this case, each employee may have different action points to achieve the same overall objective. Should the objectives not be agreed, the final decision on allocation of objectives rests with the Appraiser.
- 6.3 The objectives set for each employee will, if achieved, contribute to the Academy's plans for improving educational provision and operational performance and improving education of the pupils at the Academy.
- 6.4 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 Academy and so include where relevant to the employee's role the academic, spiritual, moral, social, emotional and cultural development of each pupil.
- 6.5 The objectives set for employees will be Challenging, Specific, Measurable, Achievable, Realistic and Time-bound and will be appropriate to the employee's role and level of experience.
- 6.6 The Appraiser may take into account the effects of an individual's circumstances, including any disability, when agreeing objectives.
- 6.7 Following discussion between the Appraiser and the employee, set objectives may be revised by the Appraiser in accordance with the needs of the Academy and the employee, and any such revision(s) to set objectives will be recorded in writing.

7. REVIEWING PERFORMANCE

Development and Support

- 7.1 Appraisal is a supportive process, which will be used to inform the employee's continuing professional development. The Academy wishes to encourage a culture in which all employees take responsibility for improving the Academy through appropriate professional development. Professional development will be linked to the Academy's improvement priorities and to the ongoing professional development needs and priorities of individual employees.
- 7.2 Regular individual or team meetings will take place between the employee's and Appraiser to monitor progress against the objectives set and impact of their actions. Account will be taken in these meetings of where it has not been possible for employees to fully meet their performance criteria because the agreed support has not been provided.
- 7.3 The Xavier Catholic Education Trust believes that observation of work practice is important both as a way of assessing employee performance in order to identify particular strengths and areas for development as well as generally useful information which can inform improvements in efficiency and deployment across

the Trust. Any observations must be carried out in a supportive fashion as part of a learning ethos.

- 7.4 The Xavier Catholic Education Trust believe that successful appraisal is through regular meaningful conversations with employees that focus on what is important in their role and shared ownership of the team or individual objectives with clear milestones and action points. Note taking should be concise and developmental, the conversations are the priority.
- 7.5 The Xavier Catholic Education Trust believe that appraisal should be a positive experience for all employees and the relationship between appraiser and employee be such that the employee will feel able to discuss any well-being concerns that may impact on performance openly in a supportive environment.

Informal Action

- 7.6 Where there are concerns about any aspect of an employee's performance, these should be addressed as soon as practical in a meeting between the employee and appraiser. At this 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 time frame 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 4 / 6 working weeks, with appropriate support as agreed at the meeting in order that the aim of recovering and improving performance can be achieved.
- 7.7 When progress is reviewed at the end of the review period in accordance with paragraph 7.5 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 9.1 will apply.

8. ASSESSMENT

- 8.1 Assessment will be an ongoing process through regular meetings (eg, at least termly). The meetings may be individual or team meetings where progress against objectives and action points are discussed and impacts compared against team or school improvement plans.
- 8.2 Brief notes will be taken at these meetings as a record and shared accordingly. More detailed records will only be put in place where concerns have been raised as in 7.5 above.
- 8.3 Appraisal is a separate process from any decisions on pay progression. Decisions on pay progression may however, take into account where an employee's performance is under review.

9. Transition to capability

- 9.1 If the appraiser is not satisfied with the employee's progress following the review period in accordance with paragraph 7.5, 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 Xavier Catholic Education Trust Capability Policy and Procedure.

10. APPEALS

- 10.1 Employees have a right of appeal against any of the entries in the informal improvement report and a separate right of appeal against a decision to invoke the Academy's Capability Policy and Procedure made at a meeting under Paragraph 9.6 above.
- 10.2 An appeal lodged in accordance with Paragraph 9.1 must be made in writing to the Clerk and lodged within 10 working days of receipt of the Appraisal Report or the letter confirming the outcome of the meeting under Paragraph 9.6.
- 10.3 Your appeal letter must set out the grounds of your appeal in detail.
- 10.4 The Appeal Meeting will normally be held within 20 working days of your appeal letter being received by the Clerk.
- 10.5 The Appeal Manager will be the Headteacher.
- 10.6 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 outcome of the meeting under Paragraph 9.1; 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.
- 10.7 Where an appeal is against entries in the Appraisal Report and the outcome of a meeting under Paragraph 9.1, the appeals will be heard together.

11. COMPANION

- 11.1 Where a meeting is held under Paragraphs 9 or 10 above, you may be accompanied by a Companion.
- 11.2 You must let the person appointed to hold such meeting under Paragraphs 9 or 10 above know who your Companion will be at least one working day before the meeting.
- 11.3 If you have any particular reasonable need, for example, because you have a disability, a suitable helper can also accompany you.
- 11.4 Your Companion can address the meeting in order to:
 - (a) put your case;
 - (b) sum up your case;
 - (c) respond on your behalf to any view expressed at the meeting; and
 - (d) Ask questions on your behalf.
- 11.5 Your Companion can also confer with you during the meeting.

- 11.6 Your Companion has no right to:
- (a) answer questions on your behalf;
 - (b) address the meeting if you do not wish it; or
 - (c) Prevent you from explaining your case.

11.7 Where you have identified your Companion and they have confirmed in writing to the relevant person appointed under Paragraphs 9 or 10 that they cannot attend the date or time set for the meeting, the relevant person will postpone the meeting for no more than five working days from the date set by the Academy, to a date or time agreed with your Companion provided that it is reasonable in all the circumstances. Should your Companion subsequently be unable to attend the rearranged date, the meeting may be held in his/her absence or written representations will be accepted.

12 TIMING OF MEETINGS

The aim is that meetings under this procedure will be held at mutually convenient times but depending on the circumstances meetings may

- 12.1 need to be held, when you may be assisting with lessons;
- 12.2 be held after the end of the school day;
- 12.4 not be held on days on which you would not ordinarily work;
- 12.5 Be extended by agreement between the parties if the time limits cannot be met for any justifiable reason.

13 VENUE FOR MEETINGS

Any meeting held under Paragraph 9 may be held off the Academy site to minimise any distress to the employee.

14 ASSISTANCE

Where matters fall to be decided under Paragraphs 9 or 10, the Diocesan Schools Commission may send a representative to advise the Academy.