

# Appraisal Policy (Support Staff)



## 1 Introduction

The school seeks to create and sustain an environment that is open and inclusive and where employees receive regular feedback and are supported throughout the course of their work. Having an effective performance management process in place is one of the ways the school can improve the education provision and performance standards.

This policy applies to all support staff, including temporary staff employed for more than one term, but does not apply to casual staff.

## 2 Day to day support

Managing individual performance should be done as part of normal day to day management, rather than relying on an annual review to discuss performance.

Regular dialogue between managers and individuals is central to performance management. The line manager should discuss work and performance with all employees as an ongoing process by regular catch-ups, supplemented by more structured one to one meetings where required. These discussions provide a platform for the employee to engage in performance discussions and identify their own development opportunities to enhance their performance, as well as allowing time to catch up on work progress and other work-related or personal matters.

The line manager should take the opportunity to use these discussions as a tool to discuss the employee's individual achievements as well as any concerns or areas for development.

A written record of the one to one meeting should be retained and shared with the employee.

## 3 Appraisal

The school wants its employees to be committed to improving their own performance and developing their own skills. Performance management starts with a shared understanding of what the school is trying to achieve, and it is important that employees understand how they can contribute to this.

The appraisal policy sets out a framework to:

- provide feedback on performance and to set work objectives for the year ahead;
- make sure the employee is clear about the purpose of their job;
- help employees see how their job fits with the overall school aims, development plans and school improvement plans;
- enable the appraiser to plan how work is allocated fairly and effectively;
- provide an opportunity for staff to discuss their future career plans;
- identify training needs, areas for development and support, where appropriate.

The appraisal period will run from 1 September to 31 August. Where an employee starts their employment part way through an appraisal period, the length of the first period will need to be determined with a view to bringing this in line with other employees as soon as possible.

The headteacher will decide who will appraise support staff. Employees will be notified of who their appraiser will be at the start of each appraisal period.

### 3.1 Appraisal meeting

At the start of each appraisal period, an appraisal meeting will be held which will focus on:

- Reviewing the previous year's objectives and achievements;
- Setting objectives for the coming year;
- learning and development needs;
- roles/expectations;
- support required.

Self-assessment and reflective practice are all useful ways that employees can empower themselves with tools to assess their own performance and positively contribute to the discussion.

During the meeting the performance objectives will be agreed, and these should be SMART:

- **Specific** – objectives should state a desired outcome;
- **Measurable** – the employee should know when the objective has been achieved;
- **Achievable** – must be something the employee is capable of achieving;
- **Relevant** – the objectives should be relevant to school priorities;
- **Time-bound** – when does the objective have to be achieved?

The objectives will be fair, reasonable and appropriate to their role and level of experience.

The appraisal will be a 'living' document that can be updated throughout the appraisal period.

There is no statutory right for the employee to be accompanied by a trade union representative or work colleague at any meetings during the appraisal process.

### 3.2 Review meeting

It is recommended that appraisers should carry out a review meeting mid-way through the annual appraisal period.

This review will provide an opportunity to discuss overall performance, including progress towards objectives and an assessment of their job role and responsibilities. The employee will have the opportunity to add their own comments to the interim review form. Objectives should be reviewed to ensure they are still relevant and amended as appropriate, in line with school circumstances and needs.

If the review is not undertaken, there should be a mechanism to allow for ongoing regular dialogue in order that progress towards objectives is discussed and recorded on the appraisal form during the year.

It is also important to discuss any need to amend objectives during the year in order that they reflect changed priorities or circumstances. If objectives are amended this must be recorded on the appraisal form.

## **4 Improving performance**

Where there are concerns about any aspects of the employee's overall performance, including progress towards meeting objectives or effectively carrying out their job role and responsibilities, this should be raised with the employee at the earliest opportunity. This will facilitate appropriate support being agreed and will minimise, wherever possible, a situation where the employee's overall performance does not meet the required standards.

Regular reviews and support will help minimise under performance, however, there may be occasions where the employee consistently fails to reach the required standard of performance. Where the performance of the employee is deemed to be unsatisfactory and has not improved with normal day to day support, the Capability Policy (Support Staff) should be followed.

For advice regarding the application of this policy please contact:

HR Advice and Support

[hradvice@durham.gov.uk](mailto:hradvice@durham.gov.uk)

03000 266 688

Further support can be accessed by contacting:

Payroll and Employee Services Schools team [PESSchools@durham.gov.uk](mailto:PESSchools@durham.gov.uk)

Occupational Health

[occhealthadmin@durham.gov.uk](mailto:occhealthadmin@durham.gov.uk)

03000 268 999

Health and Safety

[hsteam@durham.gov.uk](mailto:hsteam@durham.gov.uk)

Employee Assistance Programme

[www.healthassuredeap.com](http://www.healthassuredeap.com)

Username: durham Password: council  
0800 716 017

The school complies with all relevant statutory obligations. The school privacy notice provides more specific information on data collected and how it is handled, a copy of which can be accessed from the school. For more information please contact the school directly.

If you have any concerns about how your data is handled, please contact either the school Data Protection Officer (details available from the school office), or the Information Commissioner's Office.

Author	Version	Last review	Next review
Senior HR Officer	v2.1	September 2019	August 2021