



Ousedale School

Aspire | Believe | Achieve

Associate Staff Appraisal Policy

Approved by Governors' Personnel Committee	10 th March 2021
Approved by Full Governors Board	25 th March 2021
Date of Next Review	March 2024

1.0 PURPOSE

- 1.1 This policy explains the appraisal system at Ousedale School and ensures that Associate Staff have a comparable appraisal system to that of the teaching staff.
- 1.2 The aim of appraisal in educational organisations is to improve the quality of education for the pupils through the development of staff, and to bring about specific benefits for the individual and the school.
- 1.3 The system is designed to:
 - recognise the contribution each member of the Associate Staff makes to the school;
 - agree and encourage staff to take an active part in professional development;
 - develop a culture where staff feel confident, supported and motivated;
 - recognise and reward good practice.
- 1.4 The policy will support the strong commitment to personal development and training already well established in the school.

2.0 ROLES AND RESPONSIBILITIES

- 2.1 All staff should play an active and constructive role in their own appraisal taking action as agreed at review meetings.
- 2.2 The Governing Board has a strategic role in agreeing this policy and ensuring staff are appraised in accordance with the agreed system, and for monitoring the overall policy.
- 2.3 The Governing Board will review this policy on at least a biennial basis.
- 2.4 The HR Manager is responsible for overseeing this policy and its correct implementation.
- 2.5 The Headteacher will put forward any recommendations for pay progression to the Personnel Committee.
- 2.6 The HR Manager will recommend to the Headteacher who should act as reviewer for each member of staff. Appraisers will normally be the person's line manager.
- 2.7 Appraisers are responsible for meeting with their appraisees and completion of the final appraisal documentation (see Appendix A). They should ensure targets are reviewed, new ones agreed, and related training needs included.
- 2.8 Where an appraisee is of the opinion that the person allocated to them as their appraiser is unsuitable, they may submit a written request to the Headteacher for a change of appraiser stating the reasons. The Headteacher will consider the request and the Headteacher's decision is final
- 2.9 The HR Manager will ensure:
 - Identified training and development needs are addressed;
 - Funds are allocated fairly;

- Training is provided for all staff on how to implement the Appraisal Policy.

3.0 THE ANNUAL APPRAISAL CYCLE

3.1 Ousedale's Associate Staff Appraisal Cycle will consist of:

3.2 **Preparation for the Appraisal Meeting - Self-Appraisal.** This provides an opportunity for Appraisees to reflect upon their work and achievements; to consider positive and negative aspects of it, and to identify development needs.

Prior to the meeting the Appraisee and Appraiser should each complete an 'About Me' matrix (Appendix B) and bring to the meeting. A 'Leadership and Management – About Me' form should also be completed for those within a Leadership role.

3.3 **The Appraisal Meeting.** This should take place during October or November. The Appraiser must arrange a date and time for the meeting and make sure adequate and uninterrupted time is available to ensure it is a professional dialogue between both parties. The agenda should include:

- Achievements over the past year;
- Discussion on the 'About Me' matrix;
- Progress in relation to last years' targets;
- Targets for the coming year; Training needs;
- Any other points either party may wish to discuss.

3.4 Notes can be taken during the meeting and transferred to the Appraisal Form. Once this has been agreed, it should be signed by both parties. This document will then be passed to the HR Manager for collation and approval. Once approved, copies will be passed to the Appraisee, the Appraiser and a copy retained on the Appraisee's personnel file.

3.6 Following discussion on the 'About Me' matrix, if 3 or more indicators are marked as 'fair/requires improvement' an additional interim meeting will take place after 3 months looking for improvement in those areas.

3.7 **Interim meeting.** Part way through the annual cycle, in February or March, the Appraiser and Appraisee should arrange a meeting to discuss progress against the agreed targets and ensure they remain relevant. Progress will also be monitored on areas of the 'About Me' matrix that were identified as fair/requires improvement' and training completed will be recorded

3.8 Where insufficient progress has been made following the interim and an additional interim meeting, the appraiser will inform the HR Manager who may recommend to the Headteacher that the capability procedure be invoked.

4.0 QUALITY ASSURANCE

4.1 The Headteacher has a duty to ensure the procedures and process are applied fairly and consistently across the school. The Headteacher may instruct the appraiser to prepare a new statement if it is inconsistent with those of other Associate Staff with similar levels of responsibility or does not include appropriate targets for the coming year or if he/she does not support the view of the appraiser that targets have been met.

This should be completed within 10 working days and returned to the Headteacher.

5.0 PAY RECOMMENDATIONS

- 5.1 After the meeting has taken place, appraisers will need to make a recommendation where the appraisee is eligible to progress up their pay scale.
- 5.2 The Headteacher will make the final recommendation/decision on pay progression. This will be passed to the Governors' Personnel Committee who, on the advice of the Headteacher, will make the final decisions about pay.

6.0 CONFIDENTIALITY

- 6.1 Completed appraisal forms are personal and confidential documents and must be kept in a secure place. Copies will be sent to the Appraisee, the Appraiser, the Appraisees' Line Manager, one held on the Appraisees' personnel file.
- 6.2 Governors responsible for taking decisions regarding pay, promotion, dismissal or disciplinary matters may request access to the personnel file copy of the appraisal documentation.
- 6.3 Appraisal documents will be kept in accordance with the School Records Retention Policy.

7.0 COMPLAINTS AND APPEALS

- 7.1 A member of staff may complain to the Headteacher about the content or the way in which their Appraisal is being conducted. A complaint does not constitute grounds for appeal.
- 7.2 The following are grounds for appeal:
 - Failure to have proper regard for the regulations as laid down in the Associate Staff Appraisal Policy;
 - Failure to take account of relevant evidence;
 - The use of irrelevant or inaccurate evidence;
 - Discrimination or bias in relation to equal opportunities;
 - Failure to take account of the Equality Act 2010.
- 7.3 The Headteacher will ensure each complaint is investigated, taking account of comments made by the member of staff, within 10 working days of referral. If it is decided that there were grounds for appeal the Appraisal Statement will be declared void. The current appraiser, or a new appraiser, will be asked to rewrite the Appraisal Statement. A meeting should be held with the appraisee and new documentation completed within 15 working days.
- 7.4 Where a complaint relates to pay, the appraisee may appeal to the Governing Board following the appeal procedures laid down in the Staff Pay Policy.

8.0 MONITORING AND EVALUATION

- 8.1 The Headteacher will provide the Personnel Committee with an annual written report about the operation and effectiveness of the policy including an evaluation of the extent to which training and development needs have been met.
- 8.2 The Personnel Committee, on behalf of the Governing Body, will review the policy on a biennial basis.

ASSOCIATE STAFF PROFESSIONAL DEVELOPMENT MEETING 2021/22

APPRAISEE:		APPRAISER:	
Department:		Date:	
Job title:			
Date commenced post:		Continuous service date:	

Outline of Progress/Achievements over the past academic year:

Agreed targets for next year:		
Target	How this will be measured (i.e. impact on the school / department)	Date for completion

Learning & Development			
	Training required (please prioritise)	Date for completion	HR Use Approved Y/N
1			
2			

<p>Signed:</p> <p style="text-align: center;">APPRAISEE</p> <p>.....</p> <p style="text-align: center;">HR MANAGER</p>	<p>.....</p> <p style="text-align: center;">APPRAISER</p> <p>.....</p> <p style="text-align: center;">Date of Interim Review Meeting</p>
---	--

Appraisers recommendation, based on this year's performance
(to be completed after the meeting)

APPRAISEE:		APPRAISER:	
-------------------	--	-------------------	--

Current Scale: OA __	Current Point: a / b / c
-----------------------------	---------------------------------

My recommendation is that the Appraiser moves one point up the scale:	YES NO N/A
Reason:	
Signed Appraiser:	Date:

Recommendation Approved?	YES NO
Reason:	
Signed Headteacher:	Date:

ASSOCIATE STAFF INTERIM REVIEW MEETING 2021/22

APPRAISEE:		APPRAISER:	
Department:		Date:	
Job title:			
Date commenced post:		Continuous service date:	

Outline of Progress/Achievements to date:

Agreed targets completed / in progress:		
Target	Progress to date / outcome achieved	Date complete / for completion

Learning & Development		
	Training completed since review meeting	Date of completion
1		
2		

Signed: <div style="text-align: center;">APPRAISEE</div> <div style="text-align: center;">HEADTEACHER / HR MANAGER</div> <div style="text-align: center;">APPRAISER</div>
--	--

ASSOCIATE STAFF – ABOUT ME 2021/22



Name:

Job title:

Please tick one statement against each heading to best describe you.

INDICATORS	FAIR/ REQUIRES IMPROVEMENT	√ comment	GOOD	√ comment	OUTSTANDING	√ comment
Knowledge of the tasks contained within your job role	Continuing to improve on required knowledge.		Good knowledge of the aspects of my role, still need guidance in one or two areas.		Full knowledge and the background needed.	
Skills	Some of my technical skills are still a little unclear and I need support in a number of areas.		Good skill level, but there are one or two areas where I need to develop further.		Regarded as an expert in the technical skills needed to carry out my role; Able to coach others.	
Contribution to the open and honest culture	Hesitant to discuss concerns openly; Can make snap judgments; Feel unable to make positive changes to my role; Respect the need for discretion.		Communicate honestly and openly, supporting the school in any way asked; Do the right thing without being told to. Understands and respects the need for confidentiality.		Encourage others and diffuse conflict situations; Support other staff within their role. Understands and respects the need for confidentiality.	
Enthusiastic and committed	Feel demotivated; Don't always finish tasks.		Positive and enthusiastic; Do not give up easily; Cope well with change; Volunteer to help others get the job done.		Spread enthusiasm; Inspire others; Give more than take; Proactive.	
Responsible for own actions	Doesn't show initiative; Needs more direction.		Self-motivated and work without supervision; Take ownership for my work.		Set high standards; Take the initiative without prompting.	

INDICATORS	FAIR/ REQUIRES IMPROVEMENT	√ comment	GOOD	√ comment	OUTSTANDING	√ comment
Accuracy	Sometimes lack attention to detail and make careless errors.		On the whole attention to detail is good with only a few errors.		Deliver high standards and produce material which is accurate and clear. Pride in all that I do.	
Timekeeping	Late one or two occasions or more a term.		Good, late one or two times a year – if that.		Outstanding.	
Contribute to the Team	Hesitant to speak out and make contributions; Prefers to work alone; Sometimes misses deadlines.		Admit to mistakes; Speak out but in a measured way; Influence and motivate others.		Initiate team approach; Respected by all colleagues; Understand the sense of urgency and prioritise appropriately.	
Listens and responds	Doesn't always listen to others; Sometimes feels unable to interact with others.		Listen to others; Is approachable; Acknowledge directives, but does not initiate changes.		Takes ownership, responsibility and supports the direction in which the school is moving.	

Signed Appraisee:	Date:
Signed Appraiser:	Date:

LEADERSHIP & MANAGEMENT – ABOUT ME

21/22



Name:

Job title:

Please tick one statement against each heading to best describe you.

	FAIR / REQUIRES IMPROVEMENT	√ comment	GOOD	√ comment	OUTSTANDING	√ comment
Preparation of Reports / Projects	Needs support on occasions.		Sound, achieves well-focused and realistic objectives.		First class, always attends to fine detail.	
Relationships/ motivation with Colleagues	Acceptable but at times there are some difficulties.		Motivates colleagues well. Respected within own circle.		Colleagues respond extremely positively. Highly respected by all.	
Management Skills	Carries out agreed tasks hesitantly. Needs support and further training.		Carries out agreed tasks reliably.		Caring, well informed and effective. Reviews progress with team members.	
Enthusiasm, Drive and Energy	Needs regular support and encouragement.		Tackles all tasks with a positive approach		Works very hard and with great interest. An example to others.	
Organisation	Acceptable, but tends to be 'last minute'.		Sound organiser, has a good idea of aims and objectives.		First class organiser. Efficient. Always meets deadlines.	
Initiative and Reliability	Hesitant to ask for help.		Usually gets a task completed on time. Follows instructions.		Can always be relied on to execute duties within deadlines. Uses initiative to overcome challenges.	
Leadership Skills	Willing but needs support to develop,		Has potential leadership qualities and demonstrates ability.		A natural team leader. Leads by example.	
Co-operation	Needs support and further training		Works effectively within own team.		Very supportive and co-operative across the school.	

Responsibility	Finds it difficult to accept responsibility.		Accepts responsibility and takes ownership of mistakes.		Always eager to accept responsibility to extend knowledge and experience.	
Flexible and responds to change	Somewhat reluctant and views changes with suspicion		Generally responds constructively to change and new ideas.		Receptive to new ideas. Considers them in a positive but balanced way. Embraces new challenges.	

Signed Appraisee:	Date:
Signed Appraiser:	Date: