

This policy specifically applies to central staff and staff at the following academies only:

**Churchwood Primary Academy
Dudley Infant Academy
Hollington Primary Academy
Robsack Wood Primary Academy
Silverdale Primary Academy
The Baird Primary Academy
The Hastings Academy
The St Leonards Academy
West St Leonards Primary Academy**

1. Introduction

- 1.1. The Trust will manage the performance of all support staff through an annual appraisal process which provides a framework for an annual and six monthly review of personal performance. The focus of the review is the identification and agreement of personal targets that link everyone's role to the overall Trust / Academy / department objectives, together with any training or support that is required to successfully achieve those targets. This activity will ensure individual efforts are concentrated on those areas that are critical to an academy or department achieving its targets and objectives. It will also assist the Trust in recognising achievement and managing under-performance.
- 1.2. Performance management is an ongoing process as opposed to an event. The performance management cycle will begin each September with the establishment of the overall Trust / Academy / department objectives that in turn, will inform the appraisal reviews. The annual review is where the individual targets and development needs are identified and agreed for the forthcoming year, with six monthly performance reviews adding support to this activity.

2. Purpose

- 2.1. The appraisal process shares expectations about performance and achievement for the future, ensuring people have the necessary skills to help the Trust achieve its targets and objectives. It aims to monitor effectiveness, identify training needs and motivate through feedback.
- 2.2. An appraisal system provides a framework that ensures good communication and allows the Trust's goals to be translated into individual goals and targets. This target setting process can be cascaded down to departments, teams and individual employees using performance reviews.

3. The appraisal system

3.1. *The first year*

- 3.1.1. The first year of appraisal will follow the initial probationary or appointment support period. Details of the support and process during this time are contained in the Probation and Appointment procedure. There will however, still be value in discussing the previous year's

performance (albeit in a less objective and structured way) in order to establish any factors that should be addressed when setting personal performance targets. Interim targets may be set should the probationary year end at any other time than the end of August.

3.2. The review

3.2.1. Successful appraisal must be a two way process and both parties should come to review meetings prepared. Much of the success of the system hinges on the ability to develop a climate of openness and support, whilst concentrating on maximising individual performance. Conducted on this basis reviews should be energising and motivating. Both parties should be clear about what is expected and how performance will be measured and assessed. The appraisal process should be recorded either using an online system or paper format; a suggested appraisal form is attached as Appendix 1.

3.3. Annual reviews

3.3.1. Content

The annual review will:

- Identify areas where performance can be improved agree personal performance targets for the next performance year and the key milestones for achieving the targets
- Identify any training and development needs
- Assess and evaluate the previous year's performance (performance assessment)

3.3.2. Required preparation

- The manager should plan the annual review in advance and the agenda should be shared with the individual prior to the meeting.
- Documents such as the Appraisal Form, job description and previous reviews should be available in advance of the meeting.
- Managers and individuals should identify knowledge gained, skills acquired and the personal qualities that have been demonstrated since the last review.
- Consideration should be given to how the individual in their role will be contributing to the Trust's targets for the coming year.
- Managers need to discuss any personal development that the individual may require to meet future targets and review any training and development that has taken place since the last review.
- Annual reviews should not be relied upon for addressing under-performance. If there are concerns with consistent under-performance these should be addressed immediately through the Capability Procedure for Support Staff.
- All review meetings should be held in a quiet, confidential and comfortable place with no interruption.

3.4. Six monthly review meetings

3.4.1. As part of the appraisal system, the annual review should be supported by a six monthly review meeting. This review is essential to monitor progress towards the achievement of targets and should be conducted as part of the formal appraisal process.

3.4.2. All reviews should be uninterrupted and records should be kept of agreements reached. Training and development needs should also be reviewed in the context of achieving personal targets.

3.5. Review format

- Meetings should be structured and follow a consistent framework; and should be recorded either using an online system or paper format (a suggested appraisal form is attached as Appendix 1)
- The purpose of the meeting should be confirmed and understood
- Discussions should be two-way with balanced input from both parties
- Meetings should include a review of past performance against targets barriers to performance should be discussed
- Plans for the future should be formulated and / or reviewed including setting targets
- The manager should make notes of discussions and of agreed outcomes to form a confidential record of the meeting. This should be signed by both parties to confirm agreement.

3.6. Performance assessment

- 3.6.1. No employee's performance is perfect and even when the overall performance has been determined as excellent or good there is always room for improvement. Equally someone may have been assessed as having acceptable performance but may be viewed as underachieving in relation to their potential. This may lead to discussions regarding future career aspirations and promotional opportunities. Excellent and good performance should be celebrated and appropriately recognised. Appropriate training, support and supervision for the employee should be discussed where necessary.
- 3.6.2. Where overall performance is unacceptable, managers would normally use coaching and training interventions to address areas of concern. Advice should always be sought from the Human Resources department in order to determine how matters should be taken forward in accordance with the Capability Procedure for Support Staff.
- 3.6.3. Setting meaningful objectives is important if there is to be a sound basis for assessing performance. The targets will be identified from the Trust, academy and/or department targets. Effective personal targets should be forward looking as they are intended to bring about some measure of change.
- 3.6.4. The assessment of whether an individual meets a personal target will represent a direct measure of how they have achieved against their targets. To know when a target has been met, clear outcomes or success criteria should be identified when the targets are initially agreed. All targets should be SMART – Specific, Measurable, Achievable, Relevant and Time bound.
- 3.6.5. The setting of targets provides an opportunity to identify if there is any further learning and development opportunities. These could include status, knowledge or behavioural requirements.
- 3.6.6. It is expected that through discussion based on the specific target, agreement should be reached on the overall performance assessment. The six monthly review will also be used to discuss progress towards the achievement of targets so there should be no surprises.
- 3.6.7. On the rare occasion where agreement cannot be reached the issue should be referred to the appropriate senior manager who will determine the overall performance assessment.
- 3.6.8. The training and development requirements will be clearly aligned to the achievement of the Trust's targets.

3.6.9. Regular reviews will help ensure that training and development needs are monitored and adjusted where necessary.

4. Policy status and review

Written by:	HR Manager
Owner:	HR Director
Status:	V1 = Approved V2 = Approved
Approval date:	V1 = 19/11/12 (Resources Committee) V2 = 26/1/17 (Audit and Resources Committee) Merger editorial amendments 1 September 2017
Review Date:	By 2020/21

ANNUAL APPRAISAL FORM

1. Annual appraisal

You will shortly be attending your annual appraisal interview, attached is a copy of the Trust's Annual Appraisal form.

You will need to complete the form before you attend your annual appraisal, your manager will then discuss each of the areas with you before making additional comments on your progress.

When completing the form you should think about your current job responsibilities, the skills required to meet those responsibilities, your strengths and areas in which you think you could improve.

Space has also been provided at the end for any comments you may have on your appraisal, which can include how you would like your role and responsibilities to develop within the Trust / Academy / Department or any aspect of the appraisal that you are unhappy about.

2. Job description

Please review your job description, a copy of which can be obtained from your manager. Check this carefully and note any changes that may have taken place on the attached appraisal form.

3. Past performance review

Considering the objectives and targets set from the last appraisal, how far have you met them? Are there any factors that helped or hindered your achievement? Consider internal factors such as your personal strengths and weaknesses, and external factors such as policies, systems, other people, training. You can also consider these same issues when considering your overall performance.

4. Overall performance

Your manager will assess you against performance indicators highlighted below, using the following ratings:

O = Outstanding	Performance is superior on a consistent and sustained basis
E = Exceeds Expectations	Performance exceeds normal job requirements
M = Meets Expectations	Performance meets position requirements
NI = Needs Improvement	Performance meets some position requirements, objectives and expectations
U = Unsatisfactory	Performance does not meet position requirements, objectives and expectations. Immediate attention to improve is required
NA = Not Applicable	Criterion does not apply to this position

In preparing for the interview, you should comment on each performance indicator, thinking of examples that demonstrate your abilities or the need for improvement under each heading.

ANNUAL APPRAISAL FORM

Name		Job title and grade	
Department		Date in post	
Appraisal date		Appraising manager	

JOB DESCRIPTION

Attached is a copy of the last agreed job description. Check this carefully and note below any changes that may have taken place since the last appraisal.

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PERFORMANCE AGAINST PREVIOUS OBJECTIVES AND TARGETS

Summarise the objectives and targets from the last appraisal and comment on how effectively they have been achieved over the review period.

Objectives / Targets (incl. achievement dates)	Achieved? Fully / Partially / Not	Comments

OVERALL PERFORMANCE

The following performance indicators will be assessed against performance over the review period as a whole. Each will be rated using the following measures.

O = Outstanding	Performance is superior on a consistent and sustained basis
E = Exceeds Expectations	Performance exceeds normal job requirements
M = Meets Expectations	Performance meets position requirements
NI = Needs Improvement	Performance meets some position requirements, objectives and expectations
U = Unsatisfactory	Performance does not meet position requirements, objectives and expectations. Immediate attention to improve is required
NA = Not Applicable	Criterion does not apply to this position

Performance Indicator	Rating	Comments
Job Knowledge / Quality of Work/Task Completion		
<i>Manager Comments:</i>		
Ability to work in a team		
<i>Manager Comments:</i>		

Performance Indicator	Rating	Comments
Individual Effectiveness		
<i>Manager Comments:</i>		

Communication		
<i>Manager Comments:</i>		
Initiative		
<i>Manager Comments:</i>		
Service Focus		
<i>Manager Comments:</i>		
Judgement and Decision Making		
<i>Manager Comments:</i>		
Ongoing Skills Improvement		
<i>Manager Comments:</i>		
EXTERNAL INFLUENCING FACTORS		
Are there any external factors that have influenced the achievement or otherwise of the above performance indicators? Clearly state what they were and how they influenced the overall performance.		

OBJECTIVES FOR THE COMING REVIEW PERIOD	
Taking into account the Academy(s) aims and departmental objectives (if applicable), discuss and agree a new list of personal objectives / targets for the next 12 months. These will be reviewed after 6 months.	
Objectives / Targets	Date for achievement
6 Monthly Review of Objectives / Targets	Date of Review

TRAINING AND DEVELOPMENT

As a result of the appraisal please note any training requirements. Training can be achieved through on-the-job training, in-house training, external courses, any other professional development (including continuing professional development).

Please state whether the training requirement is **Essential**, **Desirable** or **Supplementary**.

Training required	Recommended training method	Requirement	
		For current / future role	By what date

COMMENTS

Please make any comments you wish in the space provided below. They can relate to any aspect of the job or appraisal including past performance and ratings, future objectives or targets or the training needs highlighted.

Employee's comments**Appraiser's comments**

Please sign below to confirm that the appraisal interview (and 6 monthly objectives review) has taken place

	First Appraisal		6 Monthly Objectives Review	
Employee's signature:		Date		Date
Appraiser's signature:		Date		Date
Appraiser's Manager's signature		Date		Date
Comments (if any)				