



The Orchard Vision: *Inspiring Success*
Values: *Determination, Courage, Respect*

The Orchard Appraisal Policy for All Staff 2023

1. Introduction and Purpose of Policy

This policy sets out the framework for a clear and consistent assessment of the overall performance of staff at the school and for supporting their development within the context of the school's plan for improving educational provision and performance, the national standards expected of teachers and the role expectations of support staff. It should be read in combination with the Pay Policy.

The appraisal system in this school is intended to be a supportive and developmental process designed to ensure that all members of staff:

☐☐ have the skills and support they need to carry out their role effectively;

☐☐ can continue to improve their professional practice and to develop further in their role.

This policy applies to all staff (including the Head teacher) employed by the school except those on contracts of less than one term, and those who are the subject of capability procedures.

The Governing Body is mindful of its obligations under the Equality Act 2010 and this policy will be applied fairly and consistently to all staff employed at the school, with the exceptions outlined above.

2. The Appraisal Period

The appraisal period will run for twelve months from September to August.

Employees who are engaged on a temporary or fixed term contract likely to last for less than one year will have their performance managed in accordance with the principles underpinning this policy. The length of the appraisal period will be determined by the known or likely duration of the contract.

3. Appointing Appraisers

The Head teacher will be appraised by the Governing Body, supported by an external adviser who has been appointed by the Governing Body for the purpose.

The task of appraising the head teacher, including the setting of objectives, will be delegated to a sub-group consisting of three members of the Governing Body.

The head teacher will determine who will appraise other members of staff.

4. Setting Objectives

4.1 General

Objectives for each member of staff will be set before, or as soon as practicable after, the start of each appraisal period. The objectives set for each appraisee will be 'SMART' (i.e. specific, measurable, achievable, realistic and time-bound) and will be appropriate to the individual's role and level of experience. It may be

determined that specific objectives require a longer time span than a single appraisal period, in which case appropriate milestones towards the achievement of such objectives will be built in, in order to monitor progress within each appraisal period.

The appraiser and appraisee will seek to agree the objectives. Where this is not possible, the appraiser will determine the objectives. Objectives may be revised if circumstances change.

4.2 Teaching Staff

The Head teacher's objectives will be set by the Governing Body after consultation with the external adviser.

The objectives set for each teacher will, if achieved, contribute to the school's plans for improving the school's educational provision and performance and improving the education of pupils at the school. This will be ensured by quality assuring all objectives against the school improvement plan and the national teaching standards.

Before, or as soon as practicable after, the start of each appraisal period, each teacher will be informed of the standards against which that teacher's performance in that appraisal period will be assessed.

4.3 Support Staff

It is recognised that the process of objective setting will be more appropriate to some support staff roles than others and that therefore it may not be practicable in all cases to set formal objectives. However, at The Orchard, it is normal practice for every member of staff to have an appraisal target related to the School Improvement Plan and to support Professional Development. Although the appraisal process may require adaptation for different roles, the Governing Body will continue to ensure that all employees have the opportunity to have their performance reviewed on an annual basis as a minimum.

Objectives will relate to the school's plans for improving educational provision where relevant to the individual's role; otherwise (or in addition) they may relate to progress in a specific task and/or professional development.

Relevant occupational or professional standards may be used for the appraisal discussion where appropriate.

At The Orchard we set whole school objectives each year which refer to a specific aspect of pupil progress for all Teachers and Learning Support Assistants, Subject Leader targets for all teachers (except NQT's), Team Leader targets and a Professional Development Target.

5. Reviewing Performance

5.1 Reviewing Teachers' Performance

Please refer to "Appraisal Guidance for Teachers working at The Orchard"

Classroom Observation to monitor and evaluate Teaching

This school believes that observation of classroom practice and other responsibilities is important both as a way of assessing teachers' performance in order to identify any particular strengths and areas for development they may have and of gaining useful information which can inform school improvement more generally. All observation will be carried out in a supportive fashion.

Teachers' performance will be regularly observed but the amount and type of classroom observation will depend on the individual circumstances of the teacher and the overall needs of the school. Teachers can, however, expect to be formally observed on a minimum of three occasions in any appraisal cycle. Classroom observation will be carried out by those with QTS. In addition to formal observation, head teachers or other leaders with responsibility for teaching standards may

"drop in" in order to evaluate the standards of teaching and to check that high standards of professional performance are established and maintained. The length and frequency of "drop in" observations will vary depending on specific circumstances.

Other aspects of performance which will be monitored (National Teaching Standards):

- Expectations
- Children’s Progress and Achievement (Pupil Progress Target)
- Sample of work
- Planning
- Subject Knowledge
- Assessment
- Behaviour Management
- Professional Responsibilities and Relationships

Other Responsibilities

Teachers (including the head teacher) who have responsibilities outside the classroom should also expect to have their performance of those responsibilities observed and assessed.

5.2 Reviewing Support Staff Performance

The process of reviewing support staff performance may involve a mixture of informal and formal evidence gathering and assessment. For Learning Support Assistants, monitoring data will normally consist of evidence of children’s work or progress and lesson /group work observation. For other support staff there may be evidence from project documentation or from colleagues, members of the school community or managers. Team Leaders and the SENCO have responsibility for the twice yearly appraisal reviews of LSA staff. The School Business Manager has responsibility for the annual review of office and caretaking staff. The Head Teacher has responsibility for the appraisal of the School Business Manager.

5.3 Development and Support

Appraisal is designed to be a supportive process which will be used to inform continuing professional development. The school wishes to encourage a culture in which all members of staff take responsibility for improving their performance through appropriate professional development. Professional development will be linked to school improvement priorities and to the on-going professional development needs and priorities of individual members of staff.

5.4 Feedback

All members of staff 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 highlight particular areas of strength as well as any areas that need further development. Where there are concerns about any aspects of the individual’s performance the appraiser will arrange to meet the member of staff to:

- give clear feedback about the nature and seriousness of the concerns;
- give the member of staff the opportunity to comment and discuss the concerns;
- agree any support (e.g. coaching, mentoring, structured observations for teachers), that will be provided to help address those specific concerns;
- make clear how, and by when, the appraiser will review progress;
- explain the implications and process if no – or insufficient – improvement is made.

The appraisal plan will be revised as necessary to reflect any changes, such as to the objectives or planned development activities.

Please refer to the Pay policy for guidance concerning performance related pay.

When progress is reviewed, if the appraiser is satisfied that the appraisee has made, or is making, sufficient improvement, the appraisal process will continue as normal, with any remaining issues continuing to be addressed through that process.

5.5 Transition to Capability Procedures

If the appraiser is not satisfied with progress, the member of staff will be notified in writing that the appraisal system will no longer apply and that their performance will be managed under the capability procedure. They will be invited to a formal capability meeting in accordance with the school’s adopted procedure. Teachers whose performance requires improvement may not necessarily be subject to a Capability procedure. If performance continues to be a concern or there are significant weaknesses a teacher will be informed and the capability procedure applied. Please refer to “Appraisal Guidance for Teachers working at The Orchard”.

5.6 Annual Assessment

Each member of staff's performance will be formally assessed in respect of each appraisal period. In assessing the performance of the head teacher, the Governing Body will consult the external adviser.

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 in interim meetings which will take place (once a term for teaching staff, twice a year for LSA staff, once a year for office and caretaking staff).

The appraisee will receive as soon as practicable following the end of each appraisal period – and have the opportunity to comment in writing on – a written appraisal report. Teachers will receive their written appraisal reports by 31 October (31 December for the head teacher). The appraisal report will include:

• details of the individual's objectives for the appraisal period in question;

• an assessment of the appraisee's performance of their role and responsibilities against their objectives and, for teachers, the relevant standards or, for support staff, their job description and any occupational or national standards deemed relevant;

• an assessment of the appraisee's training and development needs and identification of any action that should be taken to address them;

• a recommendation on pay where relevant;

The assessment of performance and of training and development needs will inform the planning process for the following appraisal period.

6. Confidentiality

The appraisal process will be treated with confidentiality. However, the desire for confidentiality does not override the need for the Head teacher and Governing Body to quality assure the operation and effectiveness of the appraisal system.

7. Monitoring and Evaluation

The Governing Body and Head teacher will monitor the operation and effectiveness of the school's appraisal arrangements. An annual report is written in the Summer Term.

For example:

• The head teacher and SLT will review all teachers' objectives to check consistency of approach and expectation between different appraisers;

• The head teacher is involved in discussing all pay recommendations except in relation to his/her own pay. (Refer to the Pay Committee Terms of Reference)

• Reviewers will receive training to ensure they are familiar with the Teacher Standards and the school's approach to appraisal and objective setting;

• The head teacher provides the governing body with a written annual report on the appraisal process, the proportion of teaching staff on different points on the pay spine and information concerning the number of staff who have received an incremental pay rise, moved to the Upper Pay spine or Leadership Spine

8. Retention

The Governing Body and head teacher will ensure that all written appraisal records are retained in a secure place for six years and then destroyed.

9. Review

The Governing Body of The Orchard School adopted this policy during September 2012. It is reviewed annually in line with the Pay Policy. **The most recent review was conducted by the Pay Committee in July 2022.**

Latest Review July 2022