



APPRAISAL PROCEDURES FOR SUPPORT STAFF

On behalf of the Management Committee, the Senior Leadership Team of Avenue Centre for Education adopted this procedure on 20th October 2021 following consultation with the recognised unions.

The Senior Leadership Team will complete the next review of the policy in September 2022.

1. PURPOSE

- 1.1 This procedure sets out how Avenue Centre for Education will improve outcomes for students, by ensuring all Pupil Referral Unit employees are motivated to update their skills and improve their performance. The Pupil Referral Unit wants employees to perform their work to the highest possible standard they are able to achieve personally, in a positive working environment.
- 1.2 The appraisal procedure will also be used to address any concerns that are raised about an employee's performance. If concerns are such that they cannot be resolved through the appraisal process, there will be consideration of whether to commence the capability procedure.

2. APPLICATION OF THE APPRAISAL POLICY

- 2.1 This policy applies to all support staff following completion a probationary period. Probation applies to all employees employed on 'Green Book' conditions of service who are either new to a maintained Luton Borough Council School/ Pupil Referral Unit or new to a VA/Foundation School or an Academy and do not already have more than 9 months' continuous service.
- 2.2 Appraisal in this Pupil Referral Unit will be a supportive and developmental process designed to ensure that all support staff have the skills and support they need to carry out their role effectively.
- 2.3 The appraisal period will run alongside the academic year. For staff who undertake a probationary period, appraisal will commence following successful completion of the probationary period.
- 2.4 The Headteacher will appoint an appropriate appraiser. If the Headteacher appoints an appraiser who is not the employee's line manager, the appraiser to whom she/he delegates those duties will have an appropriate position in the staffing structure, together with the necessary background knowledge, skills and training to undertake the role.
- 2.5 Where it becomes apparent that the appraiser appointed by the Headteacher will be absent for the majority of the appraisal cycle, the Headteacher may perform those duties herself/himself or delegate those duties to another employee for the duration of that absence.

- 2.6 Where a member of Support Staff is experiencing difficulties and the Headteacher is not the appraiser, the Headteacher may undertake the role of appraiser. See also section on Support Staff Experiencing Difficulties.

3. REVIEWING PERFORMANCE & SETTING OBJECTIVES

- 3.1 There will be an annual appraisal meeting held with every employee. Team Performance Assessments may take place where it is considered either by a manager or by a team of individuals that the discussions would be more constructive than individual appraisal meetings. Team Performance Assessments are most appropriately used where a team of individuals all carry out the same duties and share the same objectives in the same area. In some circumstances an interim review meeting may be appropriate.
- 3.2 The annual appraisal meeting will review the employee's performance against the Pupil Referral Unit's standards and against any specific objectives set. The annual appraisal form sets out the Pupil Referral Unit's standards. The form includes space for comments from both the appraiser and the appraisee.
- 3.3 Performance may be reviewed in a number of ways, depending on the post held in Pupil Referral Unit's and the objectives set. Where appropriate, third party feedback may also be sought.
- 3.4 Following the review of past performance, objectives for the following year will be set. The objectives set will be Specific, Measurable, Achievable, Realistic and Time-bound and will be appropriate to the appraisee's role and level of experience. In setting the objectives, reviewers will have regard to what can reasonably be expected in the context of roles, responsibilities and experience, consistent with the Pupil Referral Unit's strategy for achieving a work/life balance for all staff. Appraisees may at any point append their comments alongside their objectives.
- 3.5 Objectives may be revised if circumstances change. Should the objectives not be agreed, the final decision on allocation of objectives rests with the Headteacher.
- 3.6 The objectives set for each appraisee are intended to contribute to the 3i Operational Review, any specific team plan and the aspirations of the employee. Professional development will be linked to Pupil Referral Unit's improvement priorities and to the on-going professional development needs and priorities of individual employees.
- 3.7 The appraiser will take into account the effects of an individual's circumstances, including any disability, when agreeing objectives. For example, this might include a reasonable adjustment to allow an individual slightly longer to complete a task than might otherwise be the case. When staff return from a period of extended absence, objectives may be adjusted to allow them to readjust to their working environment.
- 3.8 An account of the training and development needs of support staff including the instances where it did not prove possible to provide the agreed CPD, will form a part of the Headteacher's annual report to the Pay Board about the operation of the appraisal process in the Pupil Referral Unit. Account will be taken in any review meeting of where it has not been possible for support staff to fully meet their performance criteria because the support recorded in the appraisal form has not been provided.

4. SUPPORT STAFF EXPERIENCING DIFFICULTIES

- 4.1 When dealing with an employee experiencing difficulties, the objective is to provide support and guidance through the appraisal process in such a way that the employee's performance improves and the problem is, therefore, resolved.
- 4.2 Where it is apparent that an employee's personal circumstances are leading to difficulties at work, support will be offered as soon as possible, without waiting for the formal annual assessment.
- 4.3 If an appraiser identifies through the appraisal process, or via other sources of information, for example parental complaints, that the difficulties experienced by an employee are such that, if not rectified, could lead to capability procedures the appraiser, the Headteacher, or a member of the leadership team, will, as part of the appraisal process give the employee at least 5 working days notice (using the model invitation letter at Appendix 2) that a meeting will be held to discuss targets for improvement alongside a programme of support, and inform the employee that s/he has the right to be assisted by a companion* at the meeting and at any future meetings where capability will be discussed;

* The chosen companion can be one of the following only:

- A work colleague
- A Trades Union Representative*
- An official employed by a Trades Union
- A 'support worker' may be allowed to accompany an employee with a disability, agreed in advance as a reasonable adjustment under the Equalities Act 2010

*A trades union representative who is not an employed official must have been certified by their trades union as being competent to accompany the employee. It is the employee's responsibility to check with their trades union that their chosen representative has been certified as competent. That certification must be provided in advance of any meeting.

At this Informal Capability Meeting your appraiser, Headteacher or member of SLT, who may be assisted by a HR Adviser will:

- give clear feedback to the employee about the nature and seriousness of the concerns;
- give the employee the opportunity to comment on and discuss the concerns;
- in consultation with the employee at the above meeting, an action plan with support will be established (for example coaching, training, in-class support where appropriate, mentoring), that will help address those specific concerns;
- confirm targets and make clear how progress will be monitored, by who and when it will be reviewed;
- confirm a review period of 6 working weeks and agree a date to meet to formally review progress
- explain the implications and process for transfer to capability procedures if no – or insufficient – improvement is made.

- Advise that written feedback, confirming the content of the meeting will be provided (Please use model letter and Target and Monitoring Grid at Appendix 3).
- 4.4 The employee's progress will be monitored as part of the appraisal process and a reasonable time given for the employee's performance to improve. This will be for a period of 6 weeks, with appropriate support as agreed in the Action Plan, in order that the aim of recovering and improving performance can be achieved. During this monitoring period the employee will be given regular feedback on progress by the person monitoring their performance against the agreed targets and arrangements will be made to modify the support programme if appropriate.
- 4.5 At the 6-week review meeting, which will be conducted by the person who monitored performance over the 6-week period, performance against each target will be reviewed. The employee may be accompanied as per paragraph 4.3 and a HR Adviser may attend to advise the monitor.
- 4.5.1 If sufficient progress is made such that the employee is performing at a level that indicates there is no longer a possibility of capability procedures being invoked the employee should be informed of this at a formal meeting with the appraiser. (Please use model letter at Appendix 4). Following this meeting the appraisal process will continue as normal.
- 4.5.2 If no, or insufficient, improvement has been made over this period, the employee will be invited to attend a meeting with the Headteacher under the Pupil Referral Unit's Capability Procedure.

5. Appeals

- 5.1 Appraisees have a right of appeal against any of the entries in the written appraisal report. Details of the appeals process are available from the Headteacher or from the Pupil Referral Unit's Management Committee.

GENERAL PRINCIPLES UNDERLYING THIS POLICY

Consistency of Treatment and Fairness

The Management Committee is committed to ensuring consistency of treatment and fairness and will abide by all relevant equality legislation.

Sickness

If long term sickness absence appears to have been triggered by the commencement of monitoring or a formal capability procedure, the case will be dealt with in accordance with the Pupil Referral Unit's absence policy and will normally be referred to the occupational health service to assess the member of staff's health and fitness for continued employment and the appropriateness or otherwise of continuing with monitoring or formal procedures. In some cases, it may be appropriate for formal procedures to continue during a period of sickness absence. However, the views of the occupational health physician will always be taken into account before a decision is reached.

Grievances

Where a member of staff raises a grievance during the appraisal or capability process, the appraisal or capability process may be temporarily suspended in order to deal with the grievance. Where the grievance and appraisal or capability cases are related it may be appropriate to deal with both issues concurrently.

Confidentiality and Professional Relationships

The appraisal and capability processes will be treated with confidentiality. Only the appraiser's line manager or, where s/he had more than one, each of her/his line managers will be provided with access to the appraisee's plan recorded in her/his statements. This will be done upon request and only where this is necessary to enable the line manager to discharge her/his line management responsibilities. Appraisees will be consulted on requests for access to statements in the context of this policy.

However, the desire for confidentiality does not override the need for the Headteacher, the Business Support, the Pay Board and the Management Committee to quality-assure the operation and effectiveness of the appraisal system. The Headteacher or appropriate colleague might, for example, review all employees' objectives and written appraisal records personally – to check consistency of approach and expectation between different appraisers.

Monitoring and Evaluation

The Pay Board, on behalf of the Management Committee and Headteacher will monitor the operation and effectiveness of the Pupil Referral Unit's appraisal arrangements.

The Headteacher will provide the Pay Board with a written report on the operation of the Pupil Referral Unit's appraisal and capability policies annually. The report will not identify any individual by name. The report will include an assessment of the impact of these policies on:

- Race
- Sex
- Sexual Orientation
- Disability
- Religion and Beliefs
- Age
- Part-time Status
- Maternity and Pregnancy

The Headteacher will report on whether there have been any appeals or representations on an individual or collective basis on the grounds of alleged discrimination.

Record Retention

The Management Committee and Headteacher will ensure that all written appraisal records are retained in a secure place for six years and then destroyed.

Appraisal Scheme Form (Support Staff)

| | |
|-----------------------|---------------------------------|
| Employee (Appraisee): | Job Title: |
| Manager (Appraiser): | Period Covered : 2021/22 |

Overview of the Scheme

My appraisal objectives detail the outcomes I am expected to achieve and are linked to:

- ACE Strategic Vision & Mission Statement
- ACE 3i Operation Review
- Departmental/Team Plans
- My Job Description

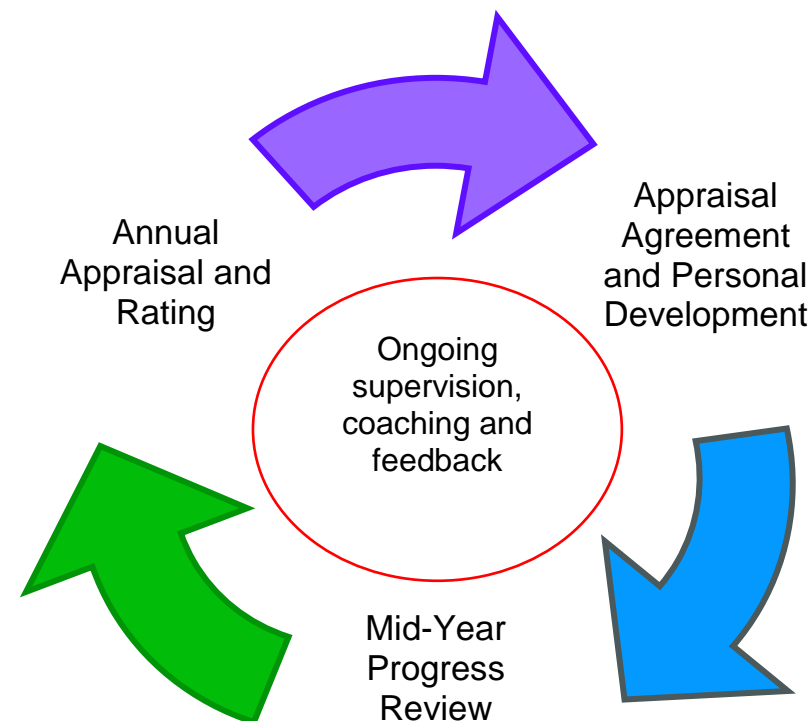
And the skills and behaviours that underpin my work are:

- Job and Professional Knowledge/Skills
- Commitment & Motivation
- Planning and Personal Organisation
- Relationships with Colleagues
- Pupil / Parent Focus
- Communication

And additional skills and behaviours for managers are:

- Problem Solving and Decision-Making
- Managing People

An individual rating for each of my objectives will be given based on my achievements. This will include what I have done and how far I have demonstrated the skills and behaviours that unpin my work.



In September/October, your individual annual appraisal meeting will take place with your Line Manager or a member of the Senior Leadership Team. Moderation and ratings will be agreed. In November, the Pay Board will review and consider your moderation and rating, and ratification of any pay award will take place. Pay awards will be processed and paid in November/December.

| Appraisal Objective (Department / Team) – the desired Outcome | By When | Actions – describe both what has to be done and how | Types of Evidence |
|--|------------|---|-------------------|
| • | | • | • |
| Outcome – to be completed at annual appraisal review | | | |
| Exceed | | Fully Achieved | |
| | | Partly Met | |
| | | Not Met | |
| | | To early to assess /long term absence | |
| Appraisal Objective (Personal Development) – the desired Outcome | By When | Actions – describe both what has to be done and how | Types of Evidence |
| • | | • | • |
| Outcome – to be completed at annual appraisal review | | | |
| Exceed | | Fully Achieved | |
| | | Partly Met | |
| | | Not Met | |
| | | To early to assess /long term absence | |

| Appraisal Objective (Team Leader) – the desired Outcome | | | By When | Actions – describe both what has to be done and how | | Types of Evidence | | |
|---|--|----------------|------------|---|--|-------------------|--|---------------------------------------|
| <div></div> | | | | <div></div> | | <div></div> | | |
| Outcome – to be completed at annual appraisal review | | | | | | | | |
| Exceed | | Fully Achieved | | Partly Met | | Not Met | | To early to assess /long term absence |

| Evidence for Completion by Appraisee: | Comments from Appraiser |
|---------------------------------------|-------------------------|
| Mid-Year Evidence | Mid-Year Evidence |
| End of Year Evidence | End of Year Evidence |

| Personal Development Plan, including Continuous Professional Development (CPD) | | | |
|--|-----|-------|---------------|
| What I need to develop | How | When? | How I used it |
| | | | |
| | | | |

Summary of overall appraisal and commentary on how the Appraisee Skills and Behaviours have been demonstrated to underpin their work

Appraisal Agreement

My appraiser and I have discussed and agreed to the Appraisal Objectives and Personal Development Plan that form my Appraisal Agreement for the coming year.

| Signed by Employee | Signed by Appraiser | Date |
|--------------------|---------------------|------|
| | | |

Mid-Year Progress Review *[to be completed mid-year review]*

My appraiser and I have reviewed my Appraisal Agreement and how I have demonstrated the Skills & Behaviours. My objectives and Development Plan have been updated as necessary.

| Signed by Employee | Signed by Appraiser | Date |
|--------------------|---------------------|------|
| | | |

Annual Appraisal and Rating

My appraiser and I have reviewed my Appraisal Agreement and how I have demonstrated the Skills & Behaviours for the full year, I understand the reasons for the Provisional Year-end Outcome that I have been given, and that it is subject to moderation and confirmation by the Headteacher and Pay Board.

| Signed by Employee | Signed by Appraiser | Date | Provisional Overall Year-End Outcome |
|--|---------------------|------|--------------------------------------|
| | | | |
| Signed by Headteacher on behalf of the Pay Board | | Date | Confirmed Overall Year-End Rating |
| | | | |

SUPPORT STAFF APPRAISAL

MODEL LETTER - Invite to Informal Capability meeting

I am writing to request your attendance at a meeting, to

- Give you feedback about concerns in relation to your performance and how it needs to improve
- Give you the opportunity to comment on the concerns
- Identify support that will be useful to you in addressing those concerns
- Identify a review date and a mechanism for monitoring
- Discuss the next steps in the process.

The meeting will take place on (date), at (time), in my office. I will be supported by (name of HR Adviser) at that meeting. **(I have also invited (name), as your line manager if different from appraiser) *(I have also invited (name) from SLT to provide support) * delete as appropriate, please note that either the line manager or member of SLT can attend, not both.*

You may be accompanied by a companion. Details of who a chosen companion may be are provided in paragraph 4.3 of the Appraisal Procedures for Support Staff, a copy of which is enclosed.

SUPPORT STAFF APPRAISAL**MODEL LETTER – outcome of Informal Capability meeting**

I write to confirm the discussion which took place at our recent meeting on (date).

At the meeting we considered areas for your development with reference to your Job Description and the objectives set during your most recent appraisal period. The principal areas of concern are as follows:

- (Areas of concern)
-
-

You commented that ... (include any comments made by the employee in response)

We agreed the following specific targets as a realistic expectation of you in your post as (post title):

- (Targets)
-
-

Achievement in these areas will be monitored by (name).

In addition to the support and training which has already been given to you (may wish to insert) we agreed to put in place the following, in order to assist your development:

- (Support and training)
-
-

This is set out in more detail in the attached sheet.

Progress will be reviewed by (name) on (date).

It is important for me to emphasise that the Pupil Referral Unit will work with you with the aim of helping you achieve and maintain a satisfactory level of performance in the areas identified above. However, if progress at our review meeting is insufficient I shall have no alternative but to move into the Pupil Referral Unit's formal Capability Procedure, a copy of which is enclosed.

Please have no hesitation in seeking clarification or further support if you feel this would help.

IMPROVEMENT PLAN**TARGETS AND MONITORING**

| TARGET | SUCCESS CRITERIA AND EVIDENCE TO BE USED | SUPPORT AND TRAINING | MONITORING NOTES |
|--------|--|-------------------------|------------------|
| | | | |
| | | | |
| | | | |

REVIEW DATE -- _____

SUPPORT STAFF APPRAISAL

MODEL LETTER – RECORD OF SATISFACTORY REVIEW

I write to confirm the outcome of our review meeting. At that meeting we reviewed your progress against your Job Description and the objectives set during your most recent appraisal.

- (Targets)
-
-

I am pleased to confirm that you have made/are making sufficient progress in meeting an acceptable level of performance in these areas. Therefore, the appraisal process will continue to apply and your performance will be managed in accordance with the Pupil Referral Unit's Appraisal Procedure.

It is, of course, very important that this improvement is sustained. In the event that this should not be the case, then the Pupil Referral Unit's Capability Procedure will apply.

Please have no hesitation in seeking clarification or further support if you feel this would help.

SUPPORT STAFF APPRAISAL

MODEL LETTER – transition to Capability Procedure

I write to confirm the outcome of our review meeting. At that meeting we reviewed your progress against the objectives set at the Informal Capability meeting.

- (Targets)
-
-

As a result of our meeting I regret that I consider insufficient/no progress has been made in meeting an acceptable level of performance in these areas. The Headteacher will now hold a First Formal Capability meeting with you as per paragraph one of the Pupil Referral Unit's Capability Procedure. At the meeting the Headteacher may conclude that there are insufficient grounds to pursue capability and that the appraisal procedure will apply, adjourn to obtain additional information or issue a formal warning and commence monitoring under the Capability Procedure for Support Staff.

The meeting will take place on (date), at (time), (venue). The Headteacher will be advised by (name) at that meeting. You may be accompanied at the meeting by a companion. Details of who a chosen companion may be are provided in the Capability Procedure for Support Staff. A note taker will be in attendance to record the main points of the discussion at the meeting. I will also be in attendance.

The purpose of the meeting is to

- Give you feedback about concerns in relation to your performance and give you guidance on how it needs to improve
- Give you the opportunity to comment on those concerns
- Discuss the support available to you to address those concerns
- Set out the timetable for improvement and how performance will be monitored and reviewed.

Please be advised that the outcome of this meeting may be a formal warning that failure to improve in the period set may result in your dismissal.

Please have no hesitation in seeking clarification or further support if you feel this would help.