



Let all you do be done in love
1 Corinthians 16:14

Farncombe CofE Infant School

Appraisal Policy

Implementation Date: September 2024

Review Frequency: 2 years

Next Review Date: July 2026

Approved by: Governing Body

Related Documents:

School Policies

Pay Policy

External Documents

The Education (School Teachers' Appraisal) (England) Regulations 2012

Teachers' Standards (published by DfE)

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1. Scope, purpose and principles

This policy sets out the framework for a clear and consistent assessment of the overall performance of all staff, including the headteacher, and for supporting their development within the context of the school's plan for improving educational provision and performance, and the standards expected of teachers.

The policy reflects the revised Education (School Teachers Appraisal) (England) Regulation 2012 (the Appraisal Regulations). **Text in bold** indicates statutory requirements contained in the Appraisal Regulations or the School Staffing Regulations.

Appraisal is a supportive and developmental process designed to ensure that all teachers have or fully develop the skills and support they need to carry out their role effectively. It will help to ensure that teachers are able to continue to improve their professional practice and to develop as professional.

The process will provide a basis for an assessment of performance for pay purposes for all teachers. Any policy decisions will be in accordance with the School Teachers' Pay and Conditions Document (STPCD) and the school's pay policy.

This policy applies to the headteacher and to all teachers/staff employed by the school or local authority, except those on contracts of less than one term, those undergoing an induction period (i.e. ECTs), or those who are the subject of a formal capability procedure.

The policy should always be applied in a way that is robust whilst minimising the impact on workload for teachers, line managers, headteachers and governing bodies.

In its oversight of the appraisal system, the governing body is committed to ensuring consistency of treatment and fairness and to the prevailing legal framework applicable to all employers, including legislation on equality, employment protection and data protection.

2. The appraisal period

The appraisal period will run for twelve months from 1 September to 31 August, or as set out in the school's pay policy.

Teachers who are employed on a fixed term contract of 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 duration of their contract and an individual teacher's objectives will take account of the length of the contract.**

Where a teacher starts their employment at the school part-way through a cycle, the headteacher, or in the case where the employee is the headteacher, the governing body, shall determine the length of the first cycle for that teacher, with a view to bringing his/her cycle into line with the cycle for other teachers as soon as possible.

(Note for schools : Where local arrangements provide for different categories of teachers to have different appraisal periods, these must take account of the need for pay determinations to be made by the dates set out in the school's pay policy.)



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3. Appointing appraisers

The headteacher will be appraised by the governing body, supported by a suitably skilled and/or experienced external adviser who has been appointed by the governing body for that purpose.

The task of appraising the headteacher, including the setting of objectives, will be delegated to a sub-group consisting of up to three members of the governing body.

The headteacher will decide who will appraise other teachers.

4. Setting Objectives

The setting and agreement of objectives, against which performance can be objectively measured, is fundamentally important to the effective operation of a performance management system that aims to link individual performance to pay progression.

The headteacher's objectives will be set by the governing body after consultation with the external adviser. The governing body will be mindful of its duty to have regard to the work-life balance of the headteacher in setting his/her objectives.

Objectives for each employee will be set before, or as soon as practicable after, the start of each appraisal period. The objectives set for each teacher will be 'SMART' (Specific, Measurable, Achievable, Realistic and Time-bound) and will be appropriate to the teacher's role and level of experience. Objectives and performance management discussions will not be based on teacher generated data and predictions, or solely on the assessment data for a single group of pupils. Objectives can be set in relation to robust assessment data, however, these will not be used in isolation and other factors will also be considered when making decisions about pay progression. The appraiser and teacher will seek to agree the objectives but, if that is not possible, the appraiser will determine the objectives. Objectives should be revised if circumstances change, in consultation with the teacher.

The objectives set for each employee 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 that school, including, for example, the impact on pupil progress and wider outcomes for pupils, and the contribution to improvements in other areas such as pupil behaviour, lesson planning, and the wider contribution to the work of the school, in line with the school improvement plan. Objectives will be subject to moderation before they are finalised in accordance with the school's arrangements for monitoring and evaluation.

5. Reviewing Performance

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

With the exception of those who are qualified teachers by virtue of holding and maintaining Qualified Teacher Learning and Skills (QTLS) status, all teachers must be assessed against the set of standards contained in the 2011 DfE Teachers' Standards. For teachers who are qualified teachers by virtue of holding QTLS status, it is for the governing body or headteacher to decide which standards are most appropriate.



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5.1 Classroom observation (for class based roles)

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 and promote opportunities for sharing good practice and collaboration between teachers.

All observation will be carried out by individuals with QTS to protocols that are agreed with teaching staff, in a supportive fashion, and will not be designed to add to teacher workload. As good practice, the school would usually limit observations to 3 per academic year, and agree the focus and timing of observations with teachers at the annual appraisal. On-going learning walks, drop-in observations and book looks will also form part of the appraisal process.

As well as setting targets for classroom responsibilities, teachers holding additional responsibilities as subject leaders, teachers with additional TLR or UPS status will also have leadership targets to work towards which will contribute to driving whole school improvements as outlined in the school's SDP.

5.2 Development and support

Appraisal is a supportive process which will be used to determine decisions on pay progression and inform continuing professional development. The school wishes to encourage a culture in which all teachers take responsibility for improving their teaching through appropriate professional development. Professional development will be linked to school improvement priorities and to the ongoing professional development needs and priorities of individual teachers.

6. Feedback

All employees will receive constructive feedback on their performance throughout the year and/ or as soon as practicable after observation has taken place or other evidence has come to light for classroom based staff. Feedback will highlight particular areas of strength as well as any areas that require further development. It is important that areas for improvement are not left until the formal appraisal meeting before being addressed.

Where there are concerns about any aspects of the teacher's performance the appraiser will meet the staff member formally to:

- give clear and explicit feedback to the teacher about the nature and seriousness of the concerns;
- give the teacher the opportunity to comment and discuss the concerns;
- set clear objectives for required improvement;
- agree any support (such as work shadowing, coaching, mentoring, structured observations), that will be provided to help address those specific concerns;
- make clear how, and by when, the appraiser will review progress. Where appropriate, revised objectives may be agreed and review arrangements agreed that allow sufficient time for improvement. Any such arrangements should reflect the seriousness of the concerns and it will be for the school to determine the amount of time allowed for improvement;
- explain the implications and process if no, or insufficient, improvement is made – e.g., impact on pay progression and potential move to formal capability.



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When progress is reviewed, if the appraiser is satisfied that the teacher 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.

7. Evidence

The appraiser will agree with each employee, where possible, the evidence to be used for assessment at the end of the appraisal period, particularly where the teacher wishes that evidence to be taken into account for the purposes of an application to access the upper pay range. Evidence may vary according to the chosen objectives and any development focus, but as a general rule the range and level of evidence collected for appraisal and pay determination purposes will always be proportionate and minimise workload.

Evidence is likely to include:

- *Classroom observation*
- *Lesson plans*
- *Book scrutiny*
- *Learning walks*
- *Pupil progress data*
- *Examination / test outcomes*
- *Pupil / parental surveys*

The range and level of evidence collected for appraisal and pay determination purposes will always be proportionate and minimise workload.

8. Transition to capability

If an employee demonstrates serious underperformance, and has not responded to a reasonable period of informal individual support, the employee will be notified in writing that the appraisal system will no longer apply and that their performance will be managed under the capability procedure, and will be invited to a formal capability meeting. The capability procedures will be conducted as set out in the relevant school policy.

9. Annual assessment

Each employee's performance will be formally assessed in respect of each appraisal period. In assessing the performance of the headteacher, the governing body must 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 (*Note for schools : specify mechanism and/or frequency*).

10. Appraisal report

The employee will receive (and have the opportunity to comment on) as soon as practicable following the end of each appraisal period an appraisal report. In this school, employees will receive their appraisal reports by 31 October. Or 31 December for Headteachers.



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The appraisal report will include:

- details of the teacher's objectives for the appraisal period in question;
- an assessment of the teacher's performance of their role and responsibilities against their objectives and the relevant standards;
- an assessment of the teacher's professional development needs and identification of any action that should be taken to address them;
- a recommendation on pay where that is relevant (NB – pay recommendations need to be made by 31 December for headteachers and by 31 October for other teachers);

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

11. Confidentiality, quality control and retention

The appraisal process will be treated confidentially and in accordance with the school's data protection policy. Data collected by the school for this purpose will only be shared with relevant individuals in the context of managing his/her performance appraisal. Unauthorised access or disclosure may be considered a data breach.

Appraisal records will be stored and disposed of securely and retained in accordance with the school's retention and disposal policy. Whilst the retention of documents is not specifically covered by the regulations, the DfE's 2018 GDPR Toolkit for Schools suggests that annual appraisal and assessment documents should be retained for the current year + five years.

However, the desire for confidentiality does not override the need for the headteacher and governing body to quality-assure the operation and effectiveness of the appraisal system.

This may involve :

- *the headteacher conducting a review of a sample of appraisal records, particularly if objectives and assessment are conducted by multiple appraisers;*
- *the moderation of pay recommendations, to ensure consistency and alignment with the pay progression model adopted by the school in its pay policy;*
- *the school determining that appraisers will receive appraisal training and be familiar with the professional standards that apply to teachers;*
- *the governing body requiring that the headteacher submit an annual report on the overall operation of the appraisal process.)*



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Appendix 1

Teacher Appraisal Report

Appraisee's name		Appraiser's name	
Date of appraisal		Appraisal period	

**Part A: Reflection of the last year – what went well, challenges, better if.
(to be completed by the appraisee in advance of the meeting)**

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Part B: Assessment of performance

1. Review of performance against objectives

Objectives (copy objectives from last year's appraisal documentation)	Progress			Line manager comments
	Met	Partially met	Not met	
1.				
2.				
3.				



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2. Assessment against DfE Teachers' Standards

Does the appraisee consistently meet a high standard in this area?

Part One: Teaching Standards
(assess as relevant to the teacher's role)

Part Two: Personal and professional conduct

3. Review statements

Summary statement by appraiser

Summary statement by appraisee

4. Pay recommendation

Where there is headroom within the teacher's pay range and the teacher is otherwise eligible for progression, an initial pay recommendation will be made based on the performance-related pay scheme outlined in the pay policy. This recommendation will be passed to the appropriate governing body committee for ratification and should therefore not be considered final until approved.

Initial recommendation

Approved recommendation

Confirmed
on (date):



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Part C: Planning

1. Objectives for next appraisal period

Outline the objectives agreed for the next appraisal period, as relevant to the individual's role. As far as possible they should be 'SMART' (i.e. specific, measurable, achievable, realistic and time-bound).

Objective	Success criteria	Deadlines / milestones
1.		
2.		
3.		

2. Assessment standards

During the next appraisal period your performance will be assessed against the following standards:	Teachers' Standards as relevant to the role
During the next appraisal period your performance will be assessed against the following standards:	Any other standards (detail below):

3. Agreed monitoring/review arrangements

Details of monitoring activities/review arrangements including planned classroom observation:	
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4. Assessment of training and development needs

This section should identify any training and development needs linked to the school improvement plan and/or any relevant standards against which the member of staff is being assessed.

Area identified	Action to be taken	Timeline

Signatures

Appraiser		Date:
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Part D: Mid-year review		
1. Review of objectives		
Mid-year review date		
	Appraisee comments	
Are the objectives on track to be met?	Yes / No	
Are the relevant standards on track to be met?	Yes / No	

2. Review statements
Summary statement by the appraiser
Summary statement by the appraisee

Signatures		
Appraiser		Date:
Appraisee		Date:



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Appendix 2

Support Staff Appraisal Report

Appraisee's name		Appraiser's name	
Date of appraisal		Appraisal period	

**Part A: Reflection of the last year – what went well, challenges, better if.
(to be completed by the appraisee in advance of the meeting)**

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Part B: Assessment of performance

5. Review of performance against objectives

Objectives (copy objectives from last year's appraisal documentation)	Progress			Line manager comments
	Met	Partially met	Not met	
1.				
2.				
3.				



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6. Review statements

Summary statement by appraiser

Summary statement by appraisee

7. Pay recommendation

Where there is headroom within the pay range and the member of staff is otherwise eligible for progression, an initial pay recommendation will be made based on the performance-related pay scheme outlined in the pay policy. This recommendation will be passed to the appropriate governing body committee for ratification and should therefore not be considered final until approved.

Initial recommendation			
Approved recommendation		Confirmed on (date):	



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Part C: Planning

1. Objectives for next appraisal period

Outline the objectives agreed for the next appraisal period, as relevant to the individual's role. As far as possible they should be 'SMART' (i.e. specific, measurable, achievable, realistic and time-bound).

Objective	Success criteria	Deadlines / milestones
1.		
2.		
3.		

2. Assessment of training and development needs

This section should identify any training and development needs linked to the school improvement plan

Area identified	Action to be taken	Timescale

Signatures

Appraiser		Date:
Appraisee		Date:



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Part D: Mid-year review	
1. Review of objectives	
Mid-year review date	
Objectives (copy and paste from C1)	Appraisee comments
Are the objectives on track to be met?	Yes / No

2. Review statements
Summary statement by the appraiser
Summary statement by the appraisee

Signatures		
Appraiser		Date:
Appraisee		Date: