



POLICY FOR APPRAISING AND MANAGING TEACHER PERFORMANCE

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DEFINITIONS

The following terms shall have the following meanings for the purposes of this document: -

the School	means Clifton All Saints Academy
NQT	means Newly Qualified Teachers
SDP	means the School Development Plan
ACAS	means the Advisory, Conciliation and Arbitration Service

PURPOSE

This policy sets out the framework for a clear and consistent assessment of the overall performance of teachers, including the Headteacher, and for supporting their development within the context of the School's Development Plan, and the standards expected of teachers. It also sets out the arrangements that will apply when teachers fall below the levels of competence or conduct that are expected of them.

APPLICATION OF THE POLICY

The policy applies to the Headteacher and to all qualified teachers employed by the School or Local Authority, except those on contracts of less than one term and those undergoing induction (i.e. NQT).

THE APPRAISAL CYCLE

The appraisal cycle will run on an annual basis from September to July for teaching and office staff and January to December for all support staff.

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 cycle will be determined by the duration of their contract.

Appointment of appraisers for the Headteacher

The Headteacher will be appraised by the Governing Body, supported by an external adviser.

Appointment of appraisers for teachers

The Headteacher will appraise teachers and the Business Manager. The Business Manager will appraise the office staff and cleaning staff. The Headteacher and School Business Manager will jointly appraise the School support staff. This will be taken over by the Deputy/Assistant headteacher when appointed.

OBJECTIVE SETTING

The objectives set for each appraisee, will be Specific, Measurable, Achievable, Realistic and Time-bound (SMART objectives). The appraiser and appraisee will seek to agree the objectives but, if that is not possible, the appraiser will determine the objectives.

The objectives agreed with each appraisee will contribute to the School's plans for school improvement and improving pupil progress. This will be ensured by regular appraisal of the SDP by the Governing Body.

REVIEWING PERFORMANCE

Observation

The amount and type of classroom observation will depend on the individual circumstances of the appraisee and the overall needs of the School. In addition to formal observation, the Headteacher or other leaders may "drop in" in order to evaluate the standards of teaching and learning and to check that high standards of professional performance are established and maintained.

Appraisees who have responsibilities outside the classroom should also expect to have their performance of those responsibilities observed and assessed.

Feedback

Appraisees will receive feedback on their performance throughout the year and as soon as practicable after any observation. Times for meetings will be linked to target setting and assessment cycles.

Appraisal

At the end of the cycle, each appraisee's performance will be formally assessed. This appraisal is the end point to the formal process but performance and development priorities will be considered and addressed on a continuous basis throughout the year in a series of informal meetings which will take place termly.

The appraisee will receive – and have the opportunity to comment on - a written appraisal report. The appraisal report will include:

- Details of the appraisee's objectives
- An assessment of the appraisee's performance against their objectives for the relevant period and the relevant standards expected of teachers, having regard to their job description/role in the school.
- A determination of the teacher's training and development needs and the actions that will be taken to address them.
- A recommendation on pay where relevant.

TRAINING AND SUPPORT

The School wishes to encourage a culture in which all teachers expect to undertake a programme of continuing professional development that is linked to school improvement priorities and to their own individual ongoing professional development priorities and needs.

ASSESSMENT AND MONITORING

At any point during the appraisal cycle, evidence may emerge (either through the appraisal arrangements or otherwise), about any aspects of the appraisee's performance or conduct which give rise to concern.

In the most severe cases where the concerns over conduct or performance are such as to question the appraisee's overall satisfactory execution of his/her duties, the School will move straight to a disciplinary meeting (see section below).

In other cases, the appraiser will meet the appraisee to:

- Give clear feedback to the appraisee about the nature and seriousness of the concerns.
- Give the appraisee the opportunity to comment and discuss the concerns.
- Agree any support (e.g. coaching, mentoring, structured observations), that will be provided to help address those specific concerns.
- Make clear how, and by whom, progress will be monitored and when it will be reviewed.
- Explain the implications and process if no – or insufficient – improvement is made.

An appropriate monitoring period will be agreed which reflects individual circumstances, allows time for improvement and reflects the seriousness of the concerns. The period of monitoring may be extended depending on progress.

If no or little improvement has been made after the monitoring period, or if the improvement still needed is great, the appraisee will be notified in writing and invited to a formal disciplinary meeting. At least five working days' notice will be given. The notification will contain sufficient information about the concerns and their possible consequences to enable the member of staff to prepare to answer the case at a disciplinary meeting. It will also contain copies of any written evidence, including any witness statements; the details of the time and place of the meeting and will advise the member of staff of their right to be accompanied.

DISCIPLINARY MEETING

The disciplinary meeting is intended to establish the facts. It allows the member of staff to respond to concerns about their performance or conduct and to make any representations they desire, accompanied by a companion who may be a colleague, a trade union official, or a trade union representative who has been certified by their union as being competent.

The disciplinary meeting may provide new information or a different context to evidence collected. If it becomes clear that further investigation is needed, the interview should be adjourned to allow this to happen. In other cases, the School will consider the following options:

- Continued support. This may be appropriate where concerns about a teacher's performance or conduct remain, but there is a reasonable prospect of improvement with continued support.
- Oral or written warning. This will be given where there is serious concern about the standard of performance or conduct.
- Final written warning. This will be appropriate in cases of particularly serious concern.

- A decision – or where the person chairing the meeting does not have the delegated power to decide – a recommendation to the Headteacher or Governing Body that the member of staff should be dismissed or required not to work at the School. This will be appropriate only in the most serious cases.

During any meeting which could lead to a formal warning being issued, the Headteacher or manager will:

- Identify the professional shortcomings, for example which of the standards expected of teachers are not being met or what conduct is unacceptable.
- Give clear guidance on the improved standard of performance or change in conduct needed to ensure the member of staff can be removed from formal disciplinary procedures.
- Where the shortcomings are related to performance, explain any support that will be available to help the member of staff improve performance.
- Set out the timetable for improvement and explain how performance or conduct will be monitored.
- Make clearly understood the consequences of failure to improve within the set period – for example that it might lead to dismissal.

Notes will be taken of formal meetings and a copy sent to the member of staff. Where a warning is issued, the member of staff will be informed in writing and given information about the handling of the assessment and monitoring stage and the procedure and time limits for appealing against the warning.

ASSESSMENT AND MONITORING FOLLOWING A DISCIPLINARY MEETING

An assessment and monitoring stage will follow the disciplinary meeting. The length of this stage will depend on the circumstances of the individual case but in straightforward cases will last for four weeks. Formal monitoring, evaluation, guidance and support will continue during this stage.

At the end of that period, if the necessary improvement has not been made, the member of staff will be invited to a further disciplinary meeting.

FURTHER DISCIPLINARY MEETING

The conduct of any further disciplinary meeting, including the arrangements for notification and for the member of staff to be accompanied by a colleague or trade union official or representative will mirror those set out above for disciplinary meetings. Following the meeting, if acceptable progress has not been made, the School will issue a final written warning or – in severe cases – make a decision or a recommendation to the Governing Body that the member of staff should be dismissed or required to cease working at the School.

The final written warning will mirror any previous warnings that have been issued and will make clear that failure to achieve an acceptable standard of performance or conduct (within the set timescale), may result in dismissal. As before, notes will be taken of formal meetings and a copy sent to the member of staff. Where a final warning is issued, the member of staff will be informed in writing and given information about the handling of the assessment and monitoring stage and the procedure and time limits for appealing against the final warning.

If performance or conduct remains unsatisfactory a decision, or recommendation to the Governing Body, will be made that the member of staff should be dismissed or required to cease working at the School.

DECISION TO DISMISS

The power to dismiss staff in the School rests with the whole Governing Body, including the Headteacher.

DISMISSAL

Once the decision to dismiss has been taken, the Governing Body will dismiss the member of staff – with or without notice, as appropriate.

APPEAL

If a member of staff feels that a decision to dismiss them – or other disciplinary action taken against them – is wrong or unjust, they may appeal against the decision. Appeals will be heard without unreasonable delay and, where possible, at an agreed time and place. The same arrangements for notification and to be accompanied by a colleague or union official or representative will apply as apply to disciplinary meetings and, as with other formal meetings, notes will be taken and a copy sent to the member of staff.

The appeal will be dealt with impartially and, wherever possible, by a manager who has not previously been involved in the case. The member of staff will be informed in writing of the results of the appeal hearing as soon as possible.

POST-DISMISSAL

The School will consider whether or not to refer to the Secretary of State for Education any teacher it dismisses for serious misconduct and any teacher it may have so dismissed if the teacher had not resigned first.

GENERAL PRINCIPLES UNDERLYING THIS POLICY

The conduct of the disciplinary stages will be undertaken in accordance with the provisions of the ACAS Code of Practice.

Consistency of Treatment and Fairness

The Governing Body 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 disciplinary procedure, the case will be referred immediately 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. Sickness absence should not automatically mean that monitoring or formal procedures cannot continue.

Grievances

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

Confidentiality

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

The School will – on request – make teachers' two most recent written appraisal reports available to any other schools to which the teachers concerned apply for work.

Monitoring and Evaluation

The Governing Body and Headteacher will monitor the operation and effectiveness of the School's appraisal arrangements.