



## 3:14 Appraisal of Staff

Appraisal is an ongoing systematic process to enable staff to improve their practice through setting goals, inquiry, reflection and self/ peer review.

The Board chairperson is responsible to the Board for the appraisal of the Principal and the principal is responsible to the Board for the appraisal of all other staff in a manner consistent with this policy.

The principal may delegate appraiser duties to senior staff, while still being ultimately responsible to the Board for the appraisal of all staff.

### **Features of Appraisal**

- procedures are consistent with principles of openness, transparency, professional advancement, confidentiality and helpfulness to individual staff members;
- supports professionalism (independence, reflective practice, assumption of responsibility for development) and identifies strengths and needs of staff;
- links the needs of individual teachers with the organizational goals of the school as they change with time;
- provides opportunities and support for staff to develop their professional skills;
- facilitates better pupil learning by improving classroom practice;
- enables staff to demonstrate their professional accountability;
- supports teachers to have collect evidence to show they meet the Practising Teachers Criteria for registration.

### **A good appraisal system should also**

- support and provide job satisfaction;
- provide guidance on professional and career development;;
- be separate from disciplinary and dismissal procedures
- provide quality feedback;
- respect confidentiality;
- enable staff to evaluate the impact of their teaching on student achievement and identify improvements;
- develop a school culture focused on improvement and learning for all;
- provide coherence and alignment across school systems – Charter goals, targets, professional learning and self-review.

### **Appraisal Guidelines**

1. All staff will be appraised annually.
  2. The appraisal of all staff is the responsibility of the Principal who may delegate some responsibility to the Deputy and Associate Principals, Senior Teacher or a Tutor Teacher. The delegation of appraisers with appraisees will be decided at the start of an appraisal cycle.
-

3. Individual appraisal documents are confidential to the staff member and the appraiser (including the principal and Board of Trustees, as the employer) and no part of the document may be made available to third parties except to an authorised party such as ERO, unless agreed by the person being appraised.
4. Appraisal is an integral part of professional development. The process of appraisal looks back on what has or has not been achieved, assesses the present, and makes plans for the future.
5. Appraisal should be seen as non-threatening – designed to improve practice and is not linked with disciplinary procedures. However staff who display they are no longer meeting basic attestation requirements may be re-attested and move to an Advice and Guidance programme if this is required.
6. The annual evaluation of outcomes against expectations / objectives and final appraisal report will be negotiated between the appraiser and appraisee and kept as part of an appraisal file.
7. Every staff member is entitled to professional development linked to the outcomes of the appraisal as appropriate, subject to funding being available.
8. Staff development is paid for from the Professional Development Budget.

#### **Documentation – Reporting**

9. Support staff, relievers and part time staff working for .5 or less will have a paper based system containing their job description, goals, professional development and reports. All other staff will keep their documentation within the Appraisal Connector unless otherwise specified.
10. The school will use appraisal connector to enable staff to store evidence for registration as well as enable appraisal processes to be recorded and developed.

#### **Grievances- Disputes**

11. If a staff member disagrees with the findings or outcomes of appraisal, **or** has a serious objection to being appraised by a nominated person, the following procedure will apply:
    - a) The issues of disagreement will be addressed through informal discussion and negotiation between the parties directly concerned;
    - b) Failing resolution the matter will be referred to the Principal;
    - c) If the matter cannot be resolved, each shall provide separate written comment of the matters at issue to the principal. The principal will submit this to the Board in-committee;
    - d) In any such dispute the Board will consider these matters and, as employer, will make the final decision;
    - e) Any concerns by the teacher that remain unresolved will be recorded and filed with the Principal's summary on the teacher's file.
-

## **Teachers and Senior managers**

12. Staff will develop 3 SMART (Specific, Measurable, Achievable, Relevant and Timely) goals from:
  - School wide areas of focus related to student achievement as found in the Annual Plan
  - Personal development - sourced from attestation, self-review appraisal feedback, career aspirations or wider educational research
  - Target student inquiry
13. Staff may develop more than one inquiry related to their goals during the annual appraisal cycle.
14. Senior managers, in consultation with the principal and the Board, may to be appraised by an external appraiser engaged by the Board where the purpose is to appraise and develop the function of the management team.
15. Senior managers will still be required to follow the appraisal process and use school systems for collecting evidence.
16. Sources of evidence are documentation relating to goals and development, classroom observations, inquiry and discussions.
17. Teachers will monitor their own progress through ongoing engaging self-reflection and collection of relevant information.
18. Progress reviews with the person's appraiser will take place two-three times a year.
19. Teaching observations will take place as stated in the annual appraisal overview flowchart.

## **Support staff**

1. Where there is any dissension staff will follow the disputes process outlined above.
  2. All support staff undergo an annual performance appraisal as part of the performance management system.
  3. .Attestation which is needed for pay purposes will take place annually as part of the appraisal cycle. Support staff will be attested against their job description
  4. Appraisal should be positively supportive and aim to improve the capabilities of staff.
  5. Staff will develop 1-2 goals as an outcome of the attestation process and in light of the school's Annual Plan.
  6. Staff may apply to access professional development related to their goals.
  7. Staff will meet with the principal or delegated appraiser at least twice a year to discuss goals, progress and a final report.
  8. All appraisal records will be kept in a secure place. Support staff may ask to see their personal file at any time.
-