

# Teacher Appraisal Policy

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July 2018

This policy supports the school in its implementation of The Education (School Teacher Appraisal (England) Regulations 2012

## **Application of the policy**

The policy applies to the head teacher and to all teachers employed by the school except teachers on contracts of less than one term, those undergoing induction (*i.e.* NQTs) and those who are the subject of capability procedures.

## **Purpose**

This policy sets out the framework for a clear and consistent assessment of the overall performance of teachers and the head teacher, for supporting their development needs within the context of the school's improvement plan and their own professional needs. Where teachers are eligible for pay progression, the assessment of performance throughout the cycle against the performance criteria specified in the statement will be the basis on which the recommendation is made by the Appraiser.

This policy should be read in conjunction with the school's pay policy which provides details of the arrangements relating to teacher's pay in accordance with the School Teachers' Pay and Conditions Document.

## **Links to School Improvement and School Development Planning**

To comply with the requirement to show how the arrangements for Appraisal link with those for school improvement and school development planning and to minimize workload and bureaucracy, the Appraisal process will be a key source of information as appropriate for school self-evaluation and the wider school improvement process.

The school improvement and development plan and the school's self-evaluation are key sources of information for the Appraisal process.

All Appraisers are expected to explore the alignment of reviewees' objectives with the school's priorities and plans. The objectives should also reflect reviewees' professional aspirations.

## **Consistency of Treatment and Fairness**

The Governing Body is committed to ensuring consistency of treatment and fairness in the operation of Appraisal. To ensure this, the following provisions are made in relation to moderation, quality assurance and objective setting.

## **Quality Assurance**

The head teacher has determined that s/he will delegate the Appraiser role for some or all teachers. The head teacher will moderate all the planning statements to check that the plans recorded in the statements of teachers at the school:

- are consistent between those who have similar experience and similar levels of responsibility;
- comply with the school's Appraisal policy, the regulations and the requirements of equality legislation.

The Governing Body will review the quality assurance processes when the performance policy is reviewed. This may be delegated to a committee.

## **Objective Setting**

The objectives set will be rigorous, challenging, achievable, time-bound, fair and equitable in relation to teachers with similar roles/responsibilities and experience. They will have regard to what can reasonably be expected of any teacher in that position, given the desirability of the reviewee being able to achieve a satisfactory balance between the time required to discharge their professional duties and the time required to pursue their personal interests outside work. They shall also take account of the school's priorities and plans, the teacher's professional aspirations and any relevant pay progression criteria. They should be such that, if they are achieved, they will contribute to improving the progress of pupils at the school.

The Appraiser and reviewee will seek to agree the objectives but where a joint determination cannot be made the Appraiser will make the determination.

In this school all teachers, including the head teacher, will have no more than 3 objectives. These will usually be related to:

- Pupil Progress
- Whole School Improvement Planning
- Professional Development

Though Appraisal is an assessment of overall performance of teachers and the head teacher, objectives cannot cover the full range of a teacher's roles/responsibilities. Objectives will, therefore, focus on the priorities for an individual for the cycle. At the review stage it will be assumed that those aspects of a teacher's roles/responsibilities not covered by the objectives or any amendment to the statement which may have been necessary in accordance with the provisions of the regulations have been carried out satisfactorily. Teaching standards will be used to support objective setting and continuous improvement of teaching.

## **Reviewing Progress**

At the end of the cycle, assessment of performance against an objective will be on the basis of the performance criteria set at the beginning of the cycle. Good progress towards the achievement of a challenging objective, even if the performance criteria have not been met in full, will be assessed favourably.

As part of the overall appraisal process, it will be critically important for all members of staff who are subject to the school's staff appraisal policy to be clear about the evidence that will be required by their appraiser to enable the appraiser to assess their performance and make a substantiated and evidence-based pay recommendation to the 'decision maker'.

Judgements relating to performance should be supported by evidence, agreed at the beginning of the performance cycle. Evidence should show and demonstrate a contribution towards:

- a positive impact on pupil progress;
- a positive impact on wider outcomes for pupils;
- improvement in specific elements of practice, eg lesson planning; and
- a positive contribution to the work at the school.

The evidence gathered by the school and the member of staff will largely be determined by the nature and scope of the agreed objectives and/or the teachers' standards. Examples of evidence may include:

- Classroom observations
- Task observations
- Reviews of assessment results
- Reviews of lesson planning records
- Internal tracking
- Moderation within and across schools
- Pupils' voice
- Parents' voice
- Evidence supporting progress against teachers' standards

The Appraisal cycle is annual, but on occasions it may be appropriate to set objectives that will cover a period over more than one cycle. In such cases, the basis on which the progress being made towards meeting the performance criteria for the objective will be assessed at the end of the first cycle and will be recorded in the planning and review statement at the beginning of the cycle.

## **Appeals**

At specified points in the Appraisal process, teachers and head teachers have a right of appeal against any of the entries in their planning and review statements. Where a reviewee wishes to appeal on the basis of more than one entry this would constitute one appeal hearing.

Details of the appeals process are covered in the school's pay policy.

### **Confidentiality**

The whole Appraisal process and the statements generated under it will be treated with strict confidentiality at all times. Only the reviewee's appraiser and the headteacher will be provided with access to the reviewee's plan recorded in her/his statement. Information regarding training needs may be shared with members of the Leadership Team in agreement with the reviewee.

### **Training and Support**

The school's CPD programme will be informed by the training and development needs identified in the training annex of the reviewees' planning and review statements.

The governing body will ensure in the budget planning that, as far as possible, appropriate resources are made available in the school budget for any training and support agreed for reviewees.

An account of the training and development needs of teachers in general, including the instances where it did not prove possible to provide any agreed CPD, will form a part of the head teacher's annual report to the governing body about the operation of the Appraisal in the school.

With regard to the provision of CPD in the case of competing demands on the school budget, a decision on relative priority will be taken with regard to the extent to which: (a) the CPD identified is essential for a reviewee to meet their objectives; and (b) the extent to which the training and support will help the school to achieve its priorities. The school's priorities will have precedence. Teachers should not be held accountable for failing to make good progress towards meeting their performance criteria where the support recorded in the teacher's planning statement has not been provided.

### **Appointment of Appraisers for the Headteacher**

#### **Appointment of Governors**

In this school the Governing Body is the Appraiser for the head teacher and appoints three governors to carry out this responsibility.

Where a head teacher is of the opinion that any of the governors appointed by the governing body under this regulation is unsuitable for professional reasons, s/he may submit a written request to the governing body for that governor to be replaced, stating those reasons.

#### **External Advice**

The Governing Body must appoint a suitably qualified independent professional to provide advice and support in this area.

## **Appointment of Appraisers for Teachers**

In this school, the headteacher will delegate the responsibility of appraisal of some teachers to members of the Leadership Team.

The maximum number of reviews that any line manager will be expected to undertake per cycle is 8.

Where a teacher is of the opinion that the person to whom the head teacher has delegated the Appraiser's duties is unsuitable for professional reasons, s/he may submit a written request to the head teacher for that Appraiser to be replaced, stating those reasons.

Where it becomes apparent that a delegated Appraiser will be absent for the majority of the cycle or is unsuitable for professional reasons, the headteacher may perform the duties himself/herself or delegate them in their entirety to another member of the Leadership Team.

Appraisal cycle will not begin again in the event of the Appraiser being changed. All teachers to whom the head teacher has delegated the role of Appraiser will receive appropriate preparation for that role.

## **The Appraisal Cycle**

The performance of teachers must be reviewed on an annual basis. Performance planning and reviews must be completed for all teachers by 31 October and for head teachers by 31 December.

The Appraisal cycle in this school, therefore, will run from 1st September to 31st July to for teachers. All teachers, including the headteacher. Review and planning meetings will be held in the 1st half of the autumn term for teachers and the 2nd half of the autumn term for the headteacher. A mid year review takes place during the Spring Term.

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 the provisions of this policy. The length of the cycle will be determined by the duration of their contract.

Where a teacher starts their employment at the school part-way through a cycle, the head teacher or, in the case where the teacher is the head teacher, the governing body shall determine the length of the first cycle for that teacher, with a view to bringing his cycle into line with the cycle for other teachers at the school as soon as possible. Where a teacher transfers to a new post within the school part-way through a cycle, the headteacher or, in the case where the teacher is the headteacher, the governing body shall determine whether the cycle shall begin again and whether to change the Appraiser.

## **Retention of Statements**

Appraisal planning and review statements will be retained for a minimum period of 6 years.

## **Monitoring and Evaluation**

The governing body will monitor the operation and outcomes of Appraisal arrangements.

The head teacher will provide the governing body with a written report on the operation of the school's Appraisal policy annually. The report will not contain any information that would enable any individual to be identified. The report will include:

- the operation of the Appraisal policy;
- the effectiveness of the school's Appraisal procedures;
- teachers' training and development needs.

The Governing Body is committed to ensuring that the Appraisal process is fair and non-discriminatory and monitoring data in line with equal opportunities policy should be included in the head teacher's report because they represent the possible grounds for unlawful discrimination.

The head teacher will also report on whether there have been any appeals or representations on an individual or collective basis on the grounds of alleged discrimination under any category.

## **Review of the Policy**

The policy will be revised as required to introduce any changes in regulation and statutory guidance to ensure that it is always up to date.

The Governing Body will seek to agree any revisions to the policy with the recognised trade unions having regard to the results of the consultation with all teachers.

To ensure teachers are fully conversant with the Appraisal arrangements, all new teachers who join the school will be briefed on them as part of their introduction to the school.

## **Access to Documentation**

Copies of the school improvement plan, including Change Team documents, are available to all staff

## **Classroom Observation Protocol**

All classroom observation will be undertaken in accordance with the Appraisal regulations, the associated guidance published by the Rewards and Incentives Group and the classroom observation protocol below. The total classroom observation time for a teacher as part of the formal appraisal process will not exceed three hours unless there is an agreed support plan in place.

The Governing Body is committed to ensuring that classroom observation is developmental and supportive and that those involved in the process will:

- carry out the role with professionalism, integrity and courtesy;
- evaluate objectively;
- report accurately and fairly; and
- respect the confidentiality of the information gained.

The arrangements for classroom observation will be included in the plan in the planning and review statement and will include the amount of observation, specify its primary purpose, any particular aspects of the teacher's performance which will be assessed, the duration of the observation, when during the Appraisal cycle the observation will take place and who will conduct the observation.

Where evidence emerges about the reviewee's teaching performance which gives rise to concern during the cycle classroom observations may be arranged in addition to those recorded at the beginning of the cycle subject to a revision meeting being held in accordance with the Regulations.

Information gathered during the observation will be used, as appropriate, for a variety of purposes including to inform school self-evaluation and school improvement strategies in accordance with the school's commitment to streamlining data collection and minimising bureaucracy and workload burdens on staff. Any such information will be anonymous.

In keeping with the commitment to supportive and developmental classroom observation those being observed will be notified in advance.

Classroom observations will only be undertaken by persons with QTS. In addition, in this school classroom observation will only undertaken by those who have had adequate preparation and the appropriate professional skills to undertake observation and to provide constructive oral and written feedback and support, in the context of professional dialogue between colleagues.

Oral feedback will be given as soon as possible after the observation and every effort will be made to ensure that it takes place no later than the end of the following working day. It will be given during directed time in a suitable, private environment.

Written feedback will be provided within five working days of the observation taking place. If issues emerged from an observation that were not part of the focus of the observation as recorded in the planning and review statement these should also be

covered in the written feedback and the appropriate action taken in accordance with the regulations and guidance.

The written record of feedback also includes the date on which the observation took place, the lesson observed and the length of the observation. The teacher has the right to append written comments on the feedback document. No written notes in addition to the written feedback will be kept.

A Head Teacher has a duty to evaluate the standards of teaching and learning and to ensure that proper standards of professional performance are established and maintained. Heads have a right to “drop in” to inform their monitoring of the quality of learning. Clearly the Appraisal arrangements are integral to fulfilling this duty and head teachers may consider the classroom observations they have agreed for Appraisal are sufficient and that drop in will not be needed.

In this school the Headteacher will continue to observe teaching and learning as part of the planned pattern of team monitoring. The Headteacher will retain the right to “drop in” but is only likely to use this to contribute to Appraisal in exceptional circumstances.

“Drop ins” will only inform the Appraisal process where evidence arises which merits the revision of the Appraisal planning statement, in accordance with the provisions of the regulations.

Peer observations and Learning Walks do not fall within the remit of Appraisal arrangements as judgements are not made about the quality of teaching.