

Newton International Academy, Barwa

Performance Evaluation and Staff Appraisal Policy

An International Community of Learners, Striving for Excellence and Celebrating Success

Approved by: Senoir Management Team
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Review Cycle: Annual

NEWTON INTERNATIONAL ACADEMY | BARWA

Vision

An international community of learners striving for excellence and celebrating success.

Mission

We aim to provide the highest quality of education possible for students of all abilities. In doing so, we aim to positively encourage each student to achieve academic excellence, enjoy creative diversity, develop critical thinking skills, and become lifelong learners and responsible citizens. To achieve this, we will provide a diverse education in a safe, supportive environment that promotes self-discipline and motivation. We will provide and maintain a calm, trusting, and caring atmosphere where teaching and learning are meaningful and developed. We will work in partnership with our staff, students, parents, and the wider community to achieve our vision.

1. Background

1.1 Appraisals are part of performance management. Within the Newton Group, appraisal is about motivating and developing staff and supporting them in performing their roles at the highest standard possible. This is achieved through the provision of opportunities for them to constructively discuss their performance with their line manager and SMT and, in particular, to identify areas for development and mutually agreed ways in which those needs can be met.

1.2 Performance management is a comprehensive, continuous, and flexible approach to the management of organisations, teams, and individuals and is a natural process of management. Effective performance management is essential to the ongoing success of any organisation. It includes creating a shared vision of the purpose and aims of the Newton Group and ensuring that each teacher understands how they contribute to them.

1.3 In support of this, the Newton Group expects all school staff to participate in the appraisal process positively and constructively, whether they are conducting an appraisal or being appraised. All staff should receive constructive feedback on a regular basis from their line managers or SMT about their achievements at work, not just through the formal annual appraisal.

Newton Group Values:



1.4 Appraisals should be a positive experience, although development needs and areas where performance has been less strong should also be discussed. It does not replace normal day-to-day feedback for work done well or where there are problems. The Newton Group expects SMT to have meetings with their staff at regular intervals throughout the year to discuss how they are doing.

1.5 There is a set process for conducting appraisals within the School; each department of the School is responsible for implementing appraisal procedures; all appraisal procedures within each school must comply with the contents of this policy and all staff must be covered by an appraisal process.

1.6 All appraisal procedures operated by the Newton Group must comply with prevailing discrimination legislation and should include an equal opportunities statement and indicate how the implementation of the appraisal system will be reviewed and monitored.

2. Scope

2.1 This Policy applies to all staff of the Newton Group.

3. Principles

3.1 Fair and Objective Appraisal. As well as being an opportunity to discuss development, an important part of appraisals is the objective assessment of performance against specific objectives and the staff's job description. In addition, it may also reflect upon the wider contribution of the staff member to the work of the relevant part of the School. Appraisals will be conducted fairly and in line with the School's Equal Opportunities Policy. No staff member will be unfavourably treated on the grounds of sex, race, disability, religious belief, sexual orientation, age, or any other irrelevant ground.

3.2 Feedback to Staff. It is important that staff receive feedback on how they are doing not just during the appraisal. Regular meetings should be held throughout the year to review how the staff member is doing against their objectives – this should be a normal part of management. Feedback can include input from a range of sources as well as the Head of Department or Head of Year and should not only be given when things are going wrong. If any concerns arise during the year about a staff member's performance, then appropriate support should be put in place in discussion with the staff member. Where necessary, the matter should be dealt with in line with the School's capability procedures.

3.3 Probation Appraisal. All new recruits will be appraised during their probationary period. This appraisal is to assess how the new staff member has settled in and how they are coping with regards to overall expectations of staff at the Newton Group - with behaviour management and teaching and learning in the classroom. The first appraisal will therefore take place before the end of the probation period, and thereafter, standard annual appraisal arrangements will apply. Newly appointed MMT will also be appraised during the 3-month probation. The appraisal will focus on professionalism, leadership, and work ethic.

3.4 Formal Annual Observation/Appraisal. In addition, all staff will have an annual one-to-one appraisal. SMT and staff should reflect on critical incidents and past behaviour to identify their future development needs. Staff are responsible for identifying their own professional development but need to feel satisfied with the support received from their Head of Department/Head of Year and SMT.

3.5 Role of the Appraiser. All staff will receive an appraisal from their immediate line manager (Head of Department/Head of Year/Head of School). It is not acceptable to be appraised by someone of equal standing or in a lower position than the staff member, although feedback may be gathered from these people. In this context, appraiser means the person who directs, manages, and has a post of responsibility for the area in which the staff member mainly works.

3.6 Observations. Where an appraisal procedure incorporates a system of observations of work (for example, classroom observation in the case of teaching staff), these may be undertaken by someone other than the Head of School. Feedback must be made based on objective criteria. Appraisal procedures must be followed at all times.

3.7 Clearly Understood Process. Appraisers and staff are responsible for ensuring they fully understand the appraisal and are responsible for identifying any briefing or support they need to enable them to participate effectively in the appraisal process.

3.8 Training. The CEO and SMT of the school are responsible for ensuring that appraisers carry out their responsibilities in conducting appraisals and that both they and their staff receive appropriate briefing, training, and support to enable them to conduct appraisals in a timely, fair, and appropriate manner.

3.9 Minimum Contents of the Appraisal. The appraisal process should include:

- Reflecting on and evaluating performance within the last 12 months, thereby allowing career and professional development opportunities to be identified and new objectives to be agreed upon.
- Discussing and agreeing objectives to achieve within the coming year, taking into account the needs of their part of the school as well as those of their own job. Objectives agreed should be specific, measurable, agreed, achievable, realistic, and time-bound (SMART).
- Regular, less formal meetings or discussions between the staff member and appraiser to determine if the agreed aims and objectives are being achieved. This allows additional interventions (such as training) to be made to alleviate any difficulties the staff member may be experiencing during the year.

3.10 Confidentiality. All issues discussed within the appraisal are to be kept confidential by both the staff member and the appraiser. Any failure to keep matters confidential could lead to disciplinary action. The appraisal should be kept on the staff member's file.

3.11 Moderation of the Process. Within the School, the Principal and Deputy Principal are responsible for ensuring that appraisal policies and procedures are applied fairly and consistently and with regard to equal opportunities.

4. Procedure

Each part of the School is responsible for implementing an appraisal process that conforms to this policy for all its staff, whether academic or support staff. Within this context, different procedures may be used for various groups of staff. The following guidelines should be followed when implementing an appraisal process within the school.

4.1 Who Should Conduct the Appraisal?

The appraisal should normally be conducted by a staff member's immediate line manager (or any person who has management responsibility over the staff member). It is not appropriate for it to be completed by a colleague of equal status or a subordinate. If appropriate and in agreement with the staff member, the appraiser may seek feedback from other people who work directly with the staff member or for whom the staff member has undertaken work in order to inform the appraisal.

4.2 When Should the Appraisal Take Place?

Appraisals should be conducted in line with the timetable set by the department of the school in which they work. All staff on probation must have one appraisal done before their probation period is over.

4.3 How Often Should Appraisal Occur?

Each staff member will be appraised at least once every 12 months, although staff and appraisers can agree to have appraisals more frequently if they feel this is necessary. In any event, regular feedback meetings should take place between the appraiser and the staff member throughout the year. The staff member will be given sufficient notice of the appraisal date, therefore giving them time to prepare for the meeting. A reasonable period of notice would be no less than one week. When notifying a returning staff member of the appraisal date, the appraiser will provide the staff member with a self-assessment form to give them the opportunity to evaluate their progress during the last 12 months.

4.4 What Format Should the Appraisal Take?

The annual appraisal should be conducted as a one-to-one meeting between the member of staff and their appraiser. By agreement, if appropriate (for example, in respect of senior academic staff), an external assessor may also attend the meeting, although it will be more usual for external feedback to be collected by the appraiser prior to the meeting.

4.5 The Appraisal Feedback Meeting

Once arranged, the appraiser should ensure the appraisal meeting takes place at a time with no interruptions. Meetings should only be postponed for exceptional reasons and should take place as soon as possible and ideally within two weeks of the original date for the meeting. Appraisal meetings must take place in a private environment where any matters discussed can be kept confidential and arrangements should be made so that there will be no telephone or other interruptions during the meeting. The format of the appraisal should incorporate recognition of the staff member's achievements and contributions to the school. The appraisal is an opportunity for open discussion, and the appraiser should ensure that the staff member can talk freely about areas where they have not performed as expected or the reasons why they have not had the opportunity to complete some objectives, as well as about the more positive aspects of their performance.

4.6 Written Appraisal Record

A written record of the meeting should be drawn up and signed by both the appraiser and staff member. The staff member has the right to correct any factual errors in the appraisal. If the staff member disagrees with the appraiser's judgement, they should be given the opportunity to record such comments; but the appraiser need not change their judgement if they believe it to be fair and supportable. The statement should include a summary of all the points covered, any action agreed upon, and set out the objectives for the forthcoming period. It should also identify any support needed and how this will be met. A copy of the written record should be given to the staff member and a copy kept in their personal file.

4.7 Follow-Up to the Appraisal

Performance management is a continuous process of which the appraisal meeting is a part. The appraisal should not contain any information that should have been discussed with the staff member during normal feedback throughout the year. Any changes, support, or development needed should be agreed upon and put in place to ensure the staff member has every opportunity to achieve their objectives. The purpose of these meetings is to maintain contact between the staff member and appraiser, to review performance together, and to develop and build upon a trusting working relationship that will facilitate openness and honesty during the appraisal and on a day-to-day basis. A brief note of any agreements made or any significant discussions should be made for future reference, although there is no need to keep a formal record of the meeting.

5. Middle Management and Senior Management Appraisal

All middle and senior management are appraised by the staff. This takes the form of a questionnaire. The feedback highlights both what management is doing well and areas for growth. These annual questionnaires form the appraisal process for MMT and SMT.

5. Disputes Arising from the Appraisal

6.1 If the staff member feels that the feedback they have received from their appraiser has been unduly negative or disputes the assessment of their performance, then they should discuss their concerns further with their appraiser to determine the reasoning for the feedback, and if possible, the staff member should provide evidence for their views.

6.2 If the staff member is unable to resolve their concerns in this way, they may wish to raise a grievance in line with the school's grievance procedure.
The Newton Group does not unlawfully discriminate in employment or in its programmes and activities. All staff have equal access and inclusive rights to their work regardless of their gender, sexual orientation, race, disability, or ability. The Newton Group is committed to creating a positive climate that will enable everyone to work free from racial intimidation and harassment and to achieve their full potential.

7. Policy Review

This policy will be reviewed annually to ensure its effectiveness and compliance with the latest CIS guidelines and DfE standards. Any necessary amendments will be made to reflect changes in legislation or best practises in performance management and staff appraisal.