



# ASPIRATIONS

## APPRAISAL POLICY AND PROCEDURE (Support Staff)

Version control	
Aspirations Appraisal Policy (Support Staff) 2019-09-01	Update to align with revised job titles and changed governance arrangements.
AAT Appraisal Policy (Support Staff) 2019-06-01	Provisional review undertaken. No changes other than to logo.
AAT Appraisal Policy (Support Staff) 2016-09-01	<p><b>This Policy has been subject to consultation with the recognised trade unions but has not been jointly agreed. Despite the absence of joint agreement about the Policy, The Trust has decided to implement the Policy with effect from 1 September 2016.</b></p> <p>Earlier version control details are shown on "consultation version 2016-07-06 Support Staff" available from the Trust's Director of HR.</p>

<b>Date of last review:</b>	June 2019	<b>Review period:</b>	2 years
<b>Date of next review:</b>	September 2021	<b>Owner:</b>	Director of HR and Compliance
<b>Type of policy:</b>	Network	<b>Approving Body:</b>	Board

## **1. Introduction**

- 1.1 The Aspirations Academies Trust (Aspirations /the Trust) is committed to effective performance management for all employees as a means to achieve our vision of creating a group of outstanding schools that radically improve our pupils' life chances. Appraisal is recognised as a core component of effective performance management.
- 1.2 This policy sets out the framework for a clear and consistent assessment of the overall performance of all Aspirations staff, also supporting their development within the context of the Aspirations plan for improving educational provision and performance and the standards expected of staff.
- 1.3 The policy applies to support staff. An equivalent policy exists for teaching staff which applies the same general framework for the appraisal process.

## **2. Purpose**

- 2.1 The performance management process aims to:
- Recognise the work of employees and their contribution to the objectives of Aspirations;
  - Support, develop, and provide opportunities for stretch and challenge to employees, enabling staff members to develop into consistently outstanding professionals;
  - Foster professional dialogue between colleagues;
  - Improve staff morale and motivation;
  - Promote effective professional development planning;
  - Be seen by staff as enabling;
  - Encourage the development of confident and professional judgments amongst staff;
  - Increase staff members' participation in decision-making and develop a sense of control over their own work;
  - Identify the resources and facilities needed to support staff members;
  - Minimise workload and bureaucracy in relation to appraisal;
  - Have regard to the work/life balance of all employees; and
  - Set out the steps required at each stage of the appraisal process so that appraisers and appraisees understand the requirements of their respective roles.

## **3. Scope**

- 3.1 This procedure applies to all support staff employed by Aspirations except:
- Employees on contracts of less than one year;
  - Any staff subject to a probation period; and
  - Those who are the subject to the Aspirations capability procedure

## **4. Equal Opportunities**

- 4.1 The Appraisal Policy must always be applied fairly and in accordance with employment law and the Aspirations Equal Opportunities Policy.

## **5. Responsibilities**

- 5.1 The Aspirations Board is responsible for maintaining fair, consistent and objective procedures for matters relating to appraisal across all its Academies. Accordingly it shall arrange for the Appraisal Policy to be reviewed periodically consulting as appropriate, including with unions in accordance with the Aspirations Trade Union Recognition Agreement.
- 5.2 Within each Academy, the Principal, in conjunction with the Regional CEO, has overall responsibility for the internal organisation, control and management of Performance Management.
- 5.3 Under the overall direction of the Principal, the members of the SLT (senior leadership team) have responsibility for the internal organisation, control and management of Performance Management in their areas of responsibility. All managers fulfilling the role of appraiser are responsible for implementing the Appraisal Policy fairly and consistently.
- 5.4 All staff have a duty to cooperate with their managers in all matters relating to staff appraisals and performance management in order that all Academies within Aspirations can function most effectively. Staff should be willing and cooperative when engaging in dialogue with their managers about perceived shortcomings related to their performance.

## **6. Timing**

- 6.1 Appraisal processes should normally be conducted within the timescales laid down in this procedure. However, if there is a valid reason to do so, timescales can be varied. If this is initiated by management, any employees affected should be given an explanation and informed about the rescheduled arrangements.
- 6.2 All efforts should be made by employees to attend meetings that constitute part of this procedure. When there are valid reasons to reschedule meetings then these should be rearranged without undue delay.

## **7. Appointment of Appraisers**

- 7.1 The Principal will be the appraiser for those employees she/he directly line manages.
- 7.2 Where the Principal is not the direct line manager, the role of appraiser for some or all employees will be delegated in its entirety to managers to whom they are accountable (most usually this will be the line manager).
- 7.3 Where it becomes apparent that the appraiser will be absent for the majority of the cycle or is unsuitable for professional reasons the Principal may delegate the role of appraiser to another employee (of equivalent or higher status in the staffing structure as the appraisee's line manager).
- 7.4 In exceptional circumstances and for professional reasons, the appraisee may request a change of appraiser where this role has been delegated. This request must be made in writing to the Principal and state the reason for requesting such a change. Where this request is not accepted, the reasons for this should be explained in writing by the Principal and appended to the appraisal documentation, together with the appraisee's request.
- 7.5 The appraisal will not begin again in the event of the appraiser being changed, but will recommence when the new appraiser has met with the appraisee.

- 7.6 The Managing Director in conjunction with the Deputy Managing Director and/or Regional CEO will conduct the appraisal of the Principal and will ensure that the Principal's planning statement is consistent with the Academy Development Plan and that it complies with relevant regulations.
- 7.7 Subject to the overall approval of the Aspirations Board, the Managing Director shall allocate responsibility for conducting the appraisals of Regional CEOs and members of the Aspirations central management team. Planning statements will be consistent with the relevant strategic plans of the Trust and comply with the Appraisal Policy and relevant regulations.
- 7.8 Where an employee holds dual roles, variations to the standard arrangements for the appointment of appraiser may be appropriate. Other than for principals, where the employee works within a single academy the Principal shall determine the appraiser, for all other cases the Managing Director should be referred to prior to the appraiser being determined.

## **8. Appraisal cycle**

- 8.1 The performance of all employees will be reviewed on an annual basis.
- 8.2 Subject to 8.4, the appraisal cycle for all staff shall run from 1<sup>st</sup> September to 31<sup>st</sup> August annually.
- 8.3 Subject to 8.4, the performance review of the last cycle and setting of objectives for the new cycle will be completed as soon as is practicable following 1<sup>st</sup> September annually. At the latest this shall be completed by 31<sup>st</sup> October.
- 8.4 The routine start/finish time of the annual cycle and the deadline for completion of the performance review may be varied where there are local operational reasons for alternative timescales.
- 8.5 Employees who are employed on fixed-term contracts for less than one year will have their performance managed in accordance with the principles underpinning the provisions of this policy. The length of cycle will be determined by the duration of their contact.
- 8.6 Where an employee starts his or her employment part-way through a cycle, the Principal shall determine the length of the first cycle for that staff member, with a view to bringing his or her cycle into line with the cycle for other staff members of the Academy as soon as possible. Where other employees start their employment part way through a cycle: for a Principal, the same role will be performed by the Managing Director in conjunction with the Deputy Managing Director and/or Regional CEO and for Regional CEOs and members of the Aspirations central management team the role will be performed by the Managing Director or under the Managing Director's delegated authority.
- 8.7 Where an employee transfers to a new post within Aspirations part-way through a cycle, a determination shall be made on whether the appraisal plan should be amended (see 11.4) and the appraiser changed. Within an academy the determination would be made by the Principal, for Principals and other posts the determination would be made by the Managing Director.

## **9. Appraisal Meetings**

9.1 The completion of an appraisal cycle and the commencement of a new cycle will be marked with an appraisal meeting. The outcome of the meeting will be summarised by the completion of an Appraisal Form<sup>1</sup> incorporating a review statement (in respect of the completed cycle) and planning statement (in respect of the new cycle).

- The review statement shall include: assessments of the appraisee's performance in the context of objectives set within the appraisal process and relevant standards applying to the appraisee's role; assessment of how the appraisee's CPD needs were addressed and, where relevant in the context of the Aspirations Pay Policy, a recommendation relating to the appraisee's pay.
- The planning statement shall set out key performance objectives for the new cycle and identify the CPD priorities for the appraisee and how these are intended to be addressed.

9.2 Annually, appraisers will schedule appraisal meetings with their appraisees. Appraisal meetings shall be arranged as far in advance as possible and in line with the Academy calendar published by the Principal every year. Meetings should be confirmed at least five working days in advance of the meeting taking place.

9.3 Appraisers and appraisees should take personal responsibility to ensure that they are adequately prepared for the meetings. For all staff, appraisal meetings will take place within the appraisee's normal working time and in addition for teachers it would not be during their PPA time.

9.4 The appraisee will be given a copy of the paperwork (and will have the opportunity to comment as set out in 12.10) and the original will be passed to the Principal for moderation (see section 11), and retention on the personal file.

## **10. Planning at the start of the cycle**

### **10.1 Key performance objectives**

10.1.1 As a general principle applying to all staff, the objectives will:

- Be in line with the Academy's priorities and plan and in particular, contribute to improving the progress of pupils at the academy;
- Be SMART (specific, measurable, achievable, realistic, time bound)
- Be informed by the appraisee's job description, professional standards that apply to their post and relevant performance pay progression criteria.
- Focus on the key priorities for an individual, not their full range of roles and responsibilities;
- Take into account the appraisee's experience and professional aspirations; and
- Take into account appropriate work-life balance considerations

10.1.2 All employees, including the Principal, will usually have no fewer than 3 and no more than 6 objectives per cycle. Whilst the appraisal cycle is annual, on occasion it may be appropriate to set objectives to cover a longer period of time with relevant milestones identified to reflect the appraisal cycle.

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<sup>1</sup> Aspirations has a standard template Appraisal Form which generally should be used (see Appendix 6). Where an academy proposes to use a different form this would be expected to incorporate all aspects of the Aspirations form and prior to using such an alternative form, agreement should be sought from the Aspirations Director of HR and Compliance.

- 10.1.3 When drafting and subsequently seeking to agree objectives, appraisers should be mindful of the level of performance that completion of the objectives should demonstrate with regard to pay progression recommendations, as set out in 12.7 and 12.8.
- 10.1.4 In personalising the objectives, the appraisers will have regard to what can reasonably be expected of staff members in the context of their roles, responsibilities and experience. To reach the highest point of a scale, the post holder would be expected to perform in line with the full aptitude expectation in respect of that post.
- 10.1.5 Objectives should be agreed where possible, but, where a joint determination cannot be made, the appraiser will make the determination.
- 10.1.6 The appraisal process is a dynamic and changing process; therefore objectives can be revised in response to the prevailing circumstances (see 11.4).

## **10.2 Performance measures and evidence indicators**

- 10.2.1 When setting objectives, indication shall be given of the expected outcome to provide clarity about expectations and the basis on which the appraiser will assess the appraisee's performance at the end of the cycle.
- 10.2.2 Evidence will be obtained from a range of sources and will vary in accordance with the role undertaken by the individual. This will include routine quality control processes in respect of the individual's work. For those working directly with pupils this will normally include observation of their practice.

## **10.3 Support, training and development**

- 10.3.1 The appraisal meeting will identify any support to be provided for the appraisee to achieve their objectives. This may take a number of forms, for example, time, training, equipment or facilities.
- 10.3.2 The appraisal meeting will clarify any training and development to be provided for the appraisee to achieve their objectives and/or wider professional aspirations. This will be considered in light of the Aspirations CPD policy, which includes the basis on which requests with a direct or indirect financial cost will be prioritised in the case of competing demands on the budget. The Academy's CPD plan will be informed by the training and development needs identified in appraisees' development plans, considered in the context of the Academy plan.
- 10.3.3 A report on the key training and development needs identified at the Academy and how these were addressed will be provided on an annual basis to the Regional CEO.

## **11. Action during the cycle**

### **11.1 Maintaining professional dialogue**

- 11.1.1 Both the appraiser and appraisee should maintain a professional dialogue throughout the cycle. This will include sharing evidence gathered during the cycle with the appraisee as it is collected and holding regular line management meetings throughout the year.

## **11.2 Monitoring of performance**

11.2.1 Work performance will be monitored through a range of processes.

11.2.2 A key purpose of monitoring is to facilitate the development and support of staff and to identify outstanding practice that can be shared with colleagues. However it is also necessary to follow up where performance is assessed as being below the required standard.

- (a) Staff whose performance is assessed as below the required standard through one or more of the monitoring processes will receive detailed feedback on areas of their practice that needs to improve.
- (b) Follow up monitoring arrangements and the timescale over which these will take place will be identified.
- (c) If the follow up monitoring leads to an assessment that there are significant aspects of the employee's work that continue to be below the required standard, most generally a support programme will be implemented with a view to addressing the concerns<sup>2</sup>. Where a support programme is implemented, further monitoring shall also take place.
- (d) Where there is cause for significant concern about an employee's performance within 12 months of them having been subject to a support programme as set out in (c), consideration should be given as to whether further monitoring, review and support should be provided in accordance with the Capability Policy. Prior to any monitoring and review of performance being undertaken in accordance with the Capability Policy, a Review Meeting would be held as set out in the Capability Policy. A potential outcome of the Review Meeting would be to continue with a support programme under the Appraisal Policy.

## **11.3 In Year Review**

11.3.1 The appraiser and appraisee will meet formally at least once per term to discuss performance and progress towards meeting objectives. Development needs identified at the beginning of the year will also be revisited.

## **11.4 Changing plans mid-cycle**

11.4.1 The appraiser and appraisee will hold a revision meeting within 10 working days of either party making a request to consider revising objectives when circumstances change during the cycle (for example where the appraisee's post and/or responsibilities have changed or where there are concerns about any aspect of the appraisee's performance but these are not sufficiently serious to justify the application of the Aspirations Capability Policy, etc.).

11.4.2 Changes to plans will be recorded and signed off by the appraiser and appraisee within 10 working days. The appraiser and appraisee should seek to agree the changes but if they cannot agree, the appraiser's view will be recorded. The appraisee can add any comments that they may have.

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<sup>2</sup> In some circumstances it would be appropriate at this point to consider if the Capability Policy should be applied. For example, this would be the case if concerns arose in respect of an employee for whom there was a live warning issued in accordance with the Capability Policy. Prior to any monitoring and review of performance being undertaken in accordance with the Capability Policy, a Review Meeting would be held as set out in the Capability Policy. A potential outcome of the Review Meeting would be to continue with a support programme under the Appraisal Policy (11.2.2c).

## 12. Reviewing performance at the end of the cycle

- 12.1 At the end of the cycle an assessment of the appraisee's overall performance will be made by the appraiser and appraisee.
- 12.2 Assessment of performance against an objective will be on the basis of the performance measures set at the beginning of the cycle, subject to any amendment/notification made mid cycle in accordance with 11.4. The appraisee should come prepared to the meeting with a self-evaluation of performance.
- 12.3 Where appropriate, the appraiser will consider an appraisee's performance against professional/occupational standards relevant to the appraisee's post.
- 12.4 At the assessment stage it will be assumed that those aspects of an appraisee's role and responsibilities not covered by the objectives and performance in respect of relevant standards will have been carried out to the required standard, unless particular notification to the contrary has been issued during the year, e.g. in the form of an amendment/update to the appraisal report.
- 12.5 Having assessed the appraisee's performance against their objectives and relevant standards and taken into account the appraisee's views, the appraiser will draw provisional overall conclusions about the appraisee's performance (where the appraisee has been subject to action under the Disciplinary Policy in the period under review, this shall also be a relevant consideration). The provisional overall conclusion of the employee's performance shall be the basis for drafting a provisional recommendation concerning pay progression, taking into consideration 12.6, 12.7 and 12.8. **Note: the conditions of employment for some support staff may derive from a contract issued prior to a TUPE transfer where pay progression is not subject to performance review or satisfactory service. Where this is the case 12.6, 12.7 and 12.8 shall not apply nor 12.9 in respect of the pay progression recommendation. However, if the pre TUPE conditions did refer to pay progression being subject to satisfactory service but not performance review then the provisions of these paragraphs will apply but with "satisfactory service" being substituted for "required standard".**
- 12.6 Generally a recommendation will be made that the appraisee progresses on their pay scale where the overall assessment of the previous year's performance, taking account of progress against performance objectives, concludes that it *meets required standard*. A judgement of *meets required standard* will be made where all the objectives have been fully met and no concerns have been notified during the cycle in respect of relevant standards (e.g. expectations of good conduct). However, in certain circumstances this judgement may not lead to a pay progression recommendation, e.g. where the appraisee is already at the top of the relevant pay scale or where the appraisee has not been in their current post for at least six months.
- 12.7 In some circumstances, the appraiser may reach a judgement that the appraisee *meets requires standard* where an objective was not fully met. This could be the case if the appraiser judged there to have been changing circumstances that tangibly affected the outcome of the objective and/or that the objective was very highly challenging. The assessment of *meets requires standard* would also be subject to there having been no issue of concern about the standard of the appraisee's performance considered with reference to relevant standards (e.g. expectations of good conduct).

- 12.8 If the overall assessment of performance for the year is *requires improvement or inadequate* it would normally be the case that a support programme (as set out in 11.2.2c) had been implemented within the 12 month period under review.
- 12.9 The appraiser will complete an appraisal form, summarising their provisional conclusions in respect of performance objectives, performance against relevant standards and pay progression recommendation.
- 12.10 The appraisee will be invited to agree to the provisionally completed appraisal form or suggest amendments. The appraiser and appraisee should seek to agree the wording of the form within 5 working days of it being issued to the appraisee. If they cannot agree, the appraisee may enter additional comments on the appraisal form and similarly the appraiser may also do so. If, having had the opportunity to add comments, the appraisee does not sign the appraisal form, they should be advised in writing that the form is considered to be final.
- 12.11 Where employees are eligible for pay progression, the assessment of their performance, against the agreed objectives and measures, reflected in the appraiser's recommendation, will be the basis on which the Principal will determine if progression should take place in accordance with the Pay Policy. It is possible for a 'no progression' determination to be made without recourse to the capability procedure.

### **13. Moderation and quality assurance**

- 13.1 Within an academy, the Principal<sup>3</sup> will moderate a sample of completed appraisal forms to check:
- for appropriate consistency of approach
  - compliance with: the Appraisal Policy (including arrangements for CPD); relevant strategic plans (e.g. Academy improvement plan); and the requirements of equalities legislation.
- 13.2 If revisions are required as a result of moderation, the Principal may instruct the appraiser to make revisions. The revisions, including any comments that the appraisee wishes to record concerning these, should be reported to the Principal within 10 working days.

### **14. Appeals**

- 14.1 All appraisees have the right of appeal against the assessment of performance, the pay recommendation and the nature of performance objectives and CPD plans determined in the appraisal process.
- 14.2 If the appraisee has any concerns they should in the first instance raise this quickly and informally with the appraiser (as set out in 12.10). It may be that some further explanation or an agreed amendment can resolve the concerns quite quickly.
- 14.3 After exhausting the possibility of dealing with the matter informally, the appraisee may lodge an appeal in writing to the Principal setting out their reasons for the appeal<sup>4</sup>. The appeal must be submitted within 5 working days of the appraisal form being finalised (as set out in 12.10).

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<sup>3</sup> As necessary, the Managing Director would do this in respect of the Aspirations central management team.

<sup>4</sup> For members of the Aspirations central management team, the appeal should be lodged with the Managing Director.

14.4 Appeals will normally be heard by the Principal, however, if the Principal was the appraiser the appeal will be heard by the Regional CEO plus a member of the Regional Board. Appeals lodged by members of the Aspirations central management team would be considered by one or more appropriate individuals designated by the Aspirations Board.

14.5 In hearing the appeal, measures shall be taken to ensure that the views of both the appraisee and appraiser are taken into account. In any formal meeting where the appraisee is invited to make representations concerning their appeal, they will have the right to be accompanied by a trade union representative or work colleague. Normally a decision will be reached and communicated in writing to the appraisee and appraiser within 15 working days of an appeal being lodged. The appeal decision is final.

## **15. Confidentiality and record keeping**

15.1 The whole appraisal process is to be treated as strictly confidential. Appraisal information will only be shared with personnel as authorised by the Principal<sup>5</sup>.

15.2 As well as the Principal, the appraisee's line manager or, where she/he has more than one, each of her/his line managers will have access to the completed appraisal form. Members of the Aspirations Board and members of the Aspirations central management team acting on their behalf will have access to appraisal documentation for quality assurance purposes.

15.3 Appraisal reports for at least the last six years (where applicable) will be retained on employee's personal files.

## **16. Monitoring and evaluation**

16.1 The Principal will provide the Regional CEO with a written report on the operation of the academy's appraisal and CPD policies annually. The report will not contain any information that would enable any individual to be identified. It will include details of:

- The operation of the appraisal and CPD policies;
- The effectiveness of the Academy's appraisal and CPD procedures;
- The training and development needs of employees including the instances where it did not prove possible to provide any agreed training and development;
- Equalities monitoring data based on gender, race, disability and age; and
- Any appeals or representations on an individual or collective basis on the grounds of alleged discrimination.

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<sup>5</sup> 15.1 sets out the position for staff in academies, excluding the Principal. For members of the Aspirations central management team, appraisal information will only be shared with personnel as authorised by the Managing Director.

# APPENDIX 1: PERSONAL AND PROFESSIONAL CONDUCT EXPECTATIONS FOR ALL STAFF

All employees are expected to demonstrate consistently high standards of personal and professional conduct. The following statements define the behaviour and attitudes that set the required standard for conduct throughout an employee's career.

- All staff uphold public trust in the academy and maintain high standards of ethics and behaviour, within and outside school, by:
  - Treating pupils with dignity, building relationships rooted in mutual respect, and at all times observing proper boundaries appropriate to an employee's professional position;
  - Having regard for the need to safeguard pupils' well-being, in accordance with statutory provisions;
  - Showing tolerance of and respect for the rights of others;
  - Not undermining fundamental British values, including democracy, the rule of law, individual liberty and mutual respect, and tolerance of those with different faiths and beliefs; and
  - Ensuring that personal beliefs are not expressed in ways which exploit pupils' vulnerability or might lead them to break the law.
- All staff members must have proper and professional regard for the ethos, policies and practices of the academy in which they work, and maintain high standards in their own attendance and punctuality.



APPRAISAL RECORD FORM

Name of appraisee:	Appraisee’s job title:
Name of appraiser:	Date of appraisal meeting:

**PART 1: Review of previous appraisal period (from month/year to month/year)**

**General summary of the appraisee’s work over the last appraisal period**

*The Key Performance Objective section of the appraisal form initiated in the previous appraisal cycle should be appended with the “Progress Update” column completed for all the listed objectives.*

*As appropriate, this section of the form may be used to make supplementary comments concerning the appraisee’s performance over the last appraisal period.*

**Job description review**

*Does the job description (JD) for the appraisee’s post reasonably summarise the duties and responsibilities expected of the post? If not, note in this part of the form the key factors that should be considered in a review of the JD and summarise how it is proposed to take forward the review. Please note that any proposed amendment to a JD will need to be authorised by the Principal.*

**CPD summary for the last appraisal period**

The CPD Plan for the appraisal period that is ending should be appended with the Progress Update section completed for all the listed priorities.

This space may be used to make a brief summary, referring to the comments made in the progress update and/or making other relevant comments.

**Absence record**

Number of occasions of sickness absence:

Overall number of days of sickness absence:

Number of occasions of other agreed absences:

Overall number of days of other agreed absences:

**Disciplinary / Capability:**

Has the appraisee been issued with a sanction under the Disciplinary or Capability Policy in the course of the appraisal period under review (*delete as applicable*):

Yes No

**Overall assessment of last year's performance taking into account progress against performance objectives:**

*Delete as applicable:* Meets required standard Requires improvement Inadequate

**Pay recommendation:**

**Applicable for pay review effective on [year] incremental review date**

Appraisee's current pay scale (enter scale showing minimum and maximum points): [enter details]

Scale point applicable prior to this review: [enter relevant scale point]

**Recommendation (delete as applicable and add relevant details as appropriate):**

- i) To progress on pay scale to point [enter new scale point]
- ii) To remain on same scale point
- iii) To consider the outcome from this appraisal in the event that the appraisee applies within the next two years for threshold progression
- iv) Other (please provide details):

**PART 2: KEY PERFORMANCE OBJECTIVES FOR [MONTH/YEAR] TO [MONTH/YEAR]**

This section of the form sets out the key performance objectives for the appraisee over the forthcoming year.

Objectives should be SMART (*Specific, Measurable, Achievable, Relevant, Time bound*).

Development needs identified to support achievement of performance objectives should be detailed in part 3 (the CPD Plan).

Objectives	Progress update (to be completed following reviews within and at the end of the year)
<p><b>Objective 1)</b></p> <p><b>[specify objective as appropriate]</b></p>	<p><b><i>In completing this section the appraiser will:</i></b></p> <p><b><i>1) Record their assessment of the extent to which the work objectives have been achieved/progressed:</i></b></p> <p><b><i>(i) Objective progressed/achieved in line with or beyond expectation;</i></b>  <b><i>(ii) Shortfall in progress towards achievement of objective;</i></b>  <b><i>(iii) Highly significant shortfall in progress towards achievement of objective.</i></b></p> <p><b><i>2) Summarise key information on which their assessment is based also referring to any significant factors other than the appraisee's work performance that have impacted on the progress made towards an objective.</i></b></p>
<p><b>Objective 2)</b></p> <p><b>[specify objective as appropriate]</b></p>	<p><b><i>As above</i></b></p>

<p><b>Objective 3)</b></p> <p><b>[specify objective as appropriate]</b></p>	<p><i>As above</i></p>
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<p><b>Objective 4)</b></p> <p><b>[specify objective as appropriate]</b></p>	<p><i>As above</i></p>
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*Where appropriate, add further objectives in accordance with paragraph 10.1.2 of the Appraisal Policy*

**PART 3: CONTINUING PROFESSIONAL DEVELOPMENT PLAN FOR [MONTH/YEAR] TO [MONTH/YEAR]**

The plan should record the CPD priorities for the appraisee, relating to their job role and responsibilities.

- a) Measures expected to be facilitated within the Academy (including personal research by the appraisee)
- b) Measures expected to be facilitated within the Aspirations Academies Trust
- c) Measures that would require external facilitation (e.g. external trainer to deliver session at the Academy or attendance at externally run course)

CPD priorities and rationale	Proposed CPD activity (include target date, assessment of resources, time and cost)	Progress update
<p><b>1. [enter key heading of the knowledge/skills/competencies for which CPD activity is being proposed]</b></p> <p><i>[set out brief details of the reasons why CPD is being proposed]</i></p>	<p>a) <i>describe the measures that fall within category a (defined above)</i></p> <p>b) <i>describe the measures that fall within category b (defined above)</i></p> <p>c) <i>describe the measures that fall within category c (defined above)</i></p> <p><i>Include with the description of each measure the assessment of resources, time and cost.</i></p>	<p><i>To be completed following reviews within and at the end of the year by making a brief assessment of whether the proposed activity has been undertaken and whether this has adequately addressed the need (i.e. contributed to the expected impact)</i></p>
<p><b>2. As above</b></p>	<p><i>As above</i></p>	<p><i>As above</i></p>
<p><b>3. As above</b></p>	<p><i>As above</i></p>	<p><i>As above</i></p>

#### PART 4: APPRAISAL RECORD SIGN-OFF

As soon as possible following the appraisal meeting (normally within 5 working days) the appraiser will complete the Appraisal Record form and issue this to the appraisee.

The appraisee should read the form carefully to be satisfied that the form represents an appropriate summary of the meeting.

The appraisee may suggest alterations or additions that they feel would make the form a more appropriate record. Any such proposal should normally be made within one week.

If the proposed alteration is agreed by the appraiser the document should be updated accordingly and the form immediately signed by both the appraisee and appraiser.

If the proposed alteration is not agreed the appraisee may make additional comments for the appraisal record in this section of the form, prior to signing the form. The appraiser may then add additional comments prior to signing the form. In the event that the appraisee does not make additional comment and/or does not sign the form within one week, normally the document will be considered as final and the appraiser will confirm this in writing to the appraisee.

In the event that an appraisee is dissatisfied with the final appraisal document they may submit an appeal within 5 working days of the final document being issued.

**Additional comments the appraisee wishes to have recorded:**

**Additional comments the appraiser wishes to have recorded:**

**Date by which mid-year review(s) will be undertaken:**

Appraisee's name:		Appraiser's name:	
Appraisee's signature:		Appraiser's signature:	
Date:		Date:	