



Staff Appraisal Policy

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STAFF DEVELOPMENT APPRAISAL POLICY

GENERAL

This policy has been developed and is implemented as part of the SLA's overall staff development and improvement policy

POLICY AIM

To contribute to the individual performance and career progression of staff, thereby enhancing the effectiveness and efficiency of the Academy.

OBJECTIVES

- a. To provide an effective means of communication regarding professional practice and career development between the Academy and employees.
- b. To ensure that employees have an opportunity annually to discuss their performance and progress with the appropriate appraisers
- c. To review/clarify responsibilities, objectives and expectations of staff and Academy in the context of the institution as a whole as well as the relevant department, or as part of an organisational review.
- d. To review/consider the training and other personal and/or professional development needs of staff, to enhance the quality service provided by the institute/Academy.
- e. To identify problems that may prevent the employee realising their objectives.
- f. To set realistic goals and agree appropriate levels of achievement.

4. PARTICIPANTS

- I. This policy applies to all staff, including those on temporary or part-time contracts who are in the post during the appraisal process.
- II. This policy provides all staff with an opportunity to reflect on their work and to raise issues about their work. The aim is to provide positive feedback and support staff and to identify development needs.

- III. Participants involved in the process will be the appraisers, the appraisees and, where appropriate, an observer appointed by the Principal.
- IV. Appraisers will normally be senior staff of the Academy And will be identified by the Principal and/or Managing Director as appropriate.
- V. Those identified as potential appraisers will undergo thorough appraisal training, in order to be equipped to undertake the process effectively, efficiently and properly.
- VI. Appraisers should know in some detail the work and role of the appraisee, and have a broad perspective on the work of the appraisee's department.
- VII. The appraisee has a responsibility to work in partnership with the appraiser to agree objectives and to participate actively in the assessment of his/her performance and progress.
- VIII. The appraiser is responsible for planning the appraisal meeting. S/he also has a responsibility to work in partnership with the appraisee to agree objectives and to ensure that the appraisal process is properly conducted. The appraiser in conjunction with the appraisee will:
 - (a) Assess performance and progress in the previous year;
 - (b) Give constructive feedback to the reviewee
 - (c) Identify any training or other development needs
 - (d) Set objectives for the next 12 months
- IX. This information will be documented by the appraiser, with a draft report approved by the appraisee before finalisation. Appraisal reports will be reviewed by the Principal (for academic staff) and Managing Director (for non-academic staff).
- X. Issues of a more general nature arising from appraisal reports will be brought to the relevant committees for consideration.

5. PROCESS

- I. The Academy will make arrangements, as appropriate, for appraisal for all the staff, academic and non-academic.
- II. The Academy will take account of special circumstances such as sickness absences at the reporting period. Furthermore, if an employee has not been in post for a period of six months, they will not be appraised.

The appraisal process should include the following:

- III. Preparation by the appraisee to reflect on their past year's work and where relevant the priorities, objectives and outcomes of the previous year or job description by filling the staff PREPARATORY NOTES FORM.
- IV. Preparation by the appraisers who will need to reflect on information provided by the reviewee and any additional relevant information.
- V. An appraisal meeting at which the appraisee will have an opportunity to identify positive achievements and difficulties experienced, for these to be mutually considered in the context of the individual's role within the organisation. The meeting should focus on the review of performance over the past year, the current roles performed in the job and the setting up of outcomes, objectives and priorities over the next year.
- VI. An agreed, written record including outcomes, realistic objectives and priorities for the next year. Outcomes of the appraisal process are concerned with the development of the individual and their role within the organisation.
- VII. An agreed course of action by the appraisee to enable the desired outcomes to be achieved.
- VIII. Any issues arising which relate to the wider context in which the appraisee is working should be brought to the attention of those concerned, in most cases this will be the head of department, the Principal or the Managing Director.

6. The Appraisal Meeting

The meeting will focus on a review of performance and progress over the past appraisal cycle or job description, the current roles performed and possible future developments.

7. APPEALS

- I. An appeal may be lodged where it is not possible to achieve a signed appraisal record, this will be on the basis of a failure to comply with the appraisal process as stated in the policy.
- II. The procedure for an appeal will be as follows:
 - (a) The appraisal makes clear his/her intention to appeal and makes a written request to the Principal or his nominee within seven working days.
 - (b) All relevant documents are lodged with the Principal, or nominee.
- III. Unless otherwise agreed, the Principal or nominee shall give his/her decision not later than four weeks from the date of the formal request. This may lead to a re-appraisal with a different appraiser, or may not. .

8. TRAINING

- I. Appropriate training with regard to their respective roles shall be provided for all staff participating in appraisal schemes – Appraisers and appraisees. In addition to knowledge of this policy, training will address:
 - Staff Appraisal & Development Reviews
- II. The appraisal process is confidential. Access to completed appraisal documents will be limited to relevant personnel involved in the implementation of the policy, including the Principal and/or Managing Director.