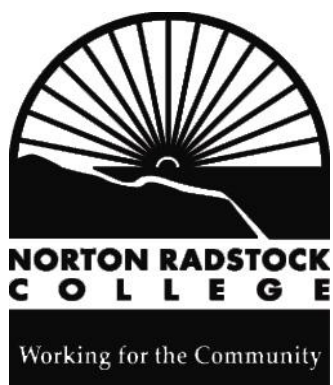


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Staff Development and Appraisal Procedure

STAFF DEVELOPMENT and APPRAISAL

The Staff Appraisal Scheme is an integral part of staff development. The following policy statements help to demonstrate this positive and supportive context for appraisal.

Policy Statements

Staff Development:

1. The College aims to secure the highest possible levels of performance by encouraging excellence and the pursuit of continuous self-development from all its employees. The College is committed to:
 - Ensuring staff development plays a key role in its management processes, developing systems and practices in parallel with individuals towards the achievement of the College's strategic aims.
 - Stimulating learning at work so that the College becomes a learning organisation easily able to adapt and respond to change.
 - Promoting job satisfaction and the development of potential.
 - Finding and directing talent.
 - Recognising and acknowledging the value of skills and abilities gained from experience.

2. The College seeks to ensure a positive response to the development needs of all its employees, equipping them with the skills, knowledge and experience necessary for the achievement of the College's aims and for the continuous development of each individual's potential.

3. To ensure that this policy statement becomes an operational reality Managers will be required to:
 - Ensure the link is maintained between training and development activities and the achievement of the College's strategic aims and business plans.
 - Ensure staff development issues form part of the planning and review process.
 - Incorporate into business plans future staff development needs, taking into account the impact of key changes in legal, curriculum, technological and work pattern requirements.
 - Produce training and development plans for their area of responsibility.
 - Include as part of individual appraisal discussions the responsibilities of line managers as mentors and developers of their staff, and the responsibility of every individual for continuous self development.

Staff Appraisal:

4. As part of effective staff and college development all full-time, fractional and part-time staff will undertake an annual appraisal interview.
 - The appraisal will be a two-way exchange normally between the line manager/supervisor and the individual member of staff. (The final choice of appraiser rests with the Principal, taking account of the particular management structures, the skills of the appraiser and any other special circumstances).
 - The outcomes of the interview will be recorded and retained in the personal record files. The record will form a useful basis for monitoring progress during the year and for future appraisals. Part of the record will also be used to provide information for staff development plans.
 - The formal annual appraisal interview will, in many cases, be strengthened by more regular and often less formal 'support' or 'supervision' meetings between the line manager/supervisor and the member of staff.
5. The appraisal process has the following main aims:
 - To review a staff member's achievements and performance within their specific role and record the contribution being made to personal, team, School, and College objectives.
 - To record achievement against specific work objectives agreed the previous year and to discuss the factors that have helped or hindered achievement.
 - To agree new objectives for the coming year and specify the resources required and timescale for achievement.
 - To propose an appropriate training and development plan for the member of staff, that supports personal, team, School and College objectives (as appropriate) and provides the information required for School staff development plans.
 - To provide an opportunity for general discussion of problem areas of work that might be of concern to the member of staff; and an opportunity for their appraiser to receive feedback.
6. If unhappy with their appraisal, the Appraisee will have the right to appeal. The procedure for this is given at the end of the Guidelines.
7. Appraisees have a responsibility to work actively with their manager to pursue their own development and capitalise on any relevant development opportunities.

8. Managers have a duty to determine what training is required and propose when and how it should be delivered.
9. The College will arrange Appraisal Skills training for appraisees and appraisers as required.
10. The Appraisal Scheme will be kept under continuous evaluation and review and may be subject to modification where necessary by the Principal, with the approval of the Corporation.

A Guide to the Staff Appraisal Process

Regular Staff Support:

It is recommended that the formal appraisal process is supported by an approach to staff support, review and development that involves regular or periodic contact between the Appraiser and their Appraisees. In addition to the day-to-day contact there may be in working together, opportunities should be created for informal discussion of achievements, progress towards objectives and any issues that may be of concern or where additional support is required. This may include the setting of specific shorter-term objectives (linked to the annual objectives) and/or identifying any blockages that are causing a decline in motivation, satisfaction, confidence or level of performance. This on-going approach to staff support will increase the effectiveness of the formal annual appraisal process.

The Formal Annual Appraisal:

There are three main stages to the annual appraisal:

PREPARATION INTERVIEW FOLLOW-UP

The paperwork involved has been kept to a minimum. Three forms have been created, all to a very similar design so that their purpose is clear.

- Form 1 'Preparation for your Appraisal Interview'**
This is to guide the Appraisee as they prepare for the interview.
- Form 2 'Your Preparation before you Appraise'**
This is to guide the Appraiser as they prepare for the interview.
- Form 3 'Record of Appraisal Interview'**
This is used to record the agreed outcomes of the interview.

Forms 1 and 2 include a few questions to stimulate thought and a few notes regarding the appraisal interview.

The Preparation:

The Appraiser will notify the Appraisee of the proposed date for the Appraisal Interview at least 2 weeks beforehand and ensure that the Appraisee has the appropriate information about the scheme. Both the Appraiser and Appraisee will spend time preparing for the Appraisal Interview by considering the key issues relating to the Appraisee's job and focus their thoughts on the likely areas for discussion. The forms they complete (Form 1 or Form 2 respectively) will provide the starting point for the discussions in the interview.

If the Appraisee is uncertain about how to prepare for the interview they should ask their Appraiser for clarification and guidance.

The Interview:

It is important that enough time is set aside for the Appraisal Interview so that the process is not rushed. It may last for between 1 and 2 hours, depending on the Appraisee's job and how much there is to discuss. The Appraisee should feel free to talk to their manager on any issue relating to their work. It is important that both parties are open and honest with each other if the appraisal is to be effective.

As part of staff development, the appraisal process is aimed at benefiting the Appraisee and to enable them to give and receive feedback on their job and how they are doing, to help them improve their performance, to achieve job satisfaction and develop their full potential.

Setting Objectives:

For objectives to be meaningful they need to have the following characteristics:

- M**easurable - is it clear how successful achievement can be judged?
- A**chievable - is the member of staff able or in a position to achieve it?
- S**pecific - is it clear what is required?
- T**imed - is the period for achievement made clear?
- E**quipped - are all the resources/support required made available?
- R**ealistic - is the objective likely to be achieved?

Both Appraiser and Appraisee must be sure they are clear about what is being expected before the final agreement and record of objectives can be made.

Recording the Interview:

A record of the interview will be made by the Appraiser using FORM 3 and the Appraisee is asked to sign it to show that they agree it to be an accurate account of the discussion and decisions made in the interview.

The form will be copied so that the Appraiser and Appraisee can both keep copies (in a confidential manner) and the original is placed in the Appraisee's Personal file. The information in the section about training needs may be extracted by the Line Manager for use in formulating staff development plans.

The Follow-up:

The record of the interview, particularly the work objectives, action plans and commitments agreed, should be referred to throughout the year during regular supervision to monitor progress, mark off achievements and identify problem areas, areas for development or change, and opportunities for addressing them. Clearly, objectives should not be 'set in concrete' but open to modification by mutual consent where necessary.

The next annual appraisal interview will then be a formal summing up of a continuing discussion, as well as a forum for planning future objectives and development.

Right of Appeal:

If the Appraisee is dissatisfied with:

- the conduct of the interview
- the record of the interview
- the assessment of performance
- the objectives and plans being set
- the recommendations for staff development

or where they are unable to reach agreement with their Appraiser, they may decline to sign FORM 3 and appeal in writing to their Appraiser's Line Manager or the Principal.

The procedure to be followed:

1. The appeal should be in writing and given to the Appraiser's Line Manager or the Principal within five working days of the Appraisal interview.
2. The evidence contained in the appeal will be considered and further evidence sought if necessary.
3. The Line Manager dealing with the appeal (or the Principal) will Arrange to meet with the Appraisee and Appraiser (preferably Together at some stage) to discuss the issue and seek a solution. Responsibility for the final decision rests with the Line Manager or Principal. Details of the decision will be noted on the Appraisal Interview Records (Form 3), together with any other appropriate amendments.
4. The Appraisee can expect a decision to be made with 15 working days of submitting the appeal.
5. The conclusions of the appeal process will be delivered verbally And in writing to all parties concerned.

Training for Appraisal

For the scheme to succeed it is necessary that all staff are aware of how best to use it. Staff training is available to help all participants to maximise the benefits, whether they are the Appraisee, an Appraiser or both. Staff can increase their knowledge and improve their skills by taking advantage of one or more of the following opportunities:

- Staff Induction - will include details of Staff Appraisal Schemes
- Discussion with Manager - they should be able to advise you
- Specific in-house training - training sessions are arranged periodically
- Other literature - there are a number of relevant publications.

Review of the Scheme

The Staff Appraisal Scheme will be reviewed periodically. If any staff have suggestions of how best it can be improved they are to ensure their views are passed on to the appropriate people.