

# STAFF APPRAISAL POLICY

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Acculearn Training Limited

T/A

Cranbrook College

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ACCULEARN

**Reviewed:** May 2025

## **STAFF APPRAISAL POLICY STATEMENT**

Acculearn Training operates a formal appraisal system which relates to all staff in posts. The system operates on the same basic principles for all categories of staff, whether they are in academic, support or central service functions, with slight differences in procedures and paperwork to accommodate the different roles.

### **(a) Aims**

The benefits of appraisal should be apparent on three levels. At the level of the individual staff member, the aim of the process is to improve job performance and satisfaction with a possible view to career advancement within the Training Centre or elsewhere. At the level of the department, the aim is to enable departmental managers to use and develop the skills of their staff as effectively as possible. At the organisational level, the aim is to enable all staff to make their full contribution to the achievement of the Training Centre's strategic goals.

### **(b) Objectives**

The appraisal process is designed to give the individual staff member and their line manager the opportunity to reflect jointly on his/her performance in their current post over the past year, to identify any staff development needs which would enhance performance and/or job satisfaction, and to identify organisational features which adversely affect that performance.

### **(c) Relation to Management**

It follows from (b) that there is a difference between day to day line management which identifies tasks to be conducted and reviews success in achieving these tasks on a regular basis, and appraisal where objectives focus on how the individual staff member performs over the longer term. It is essential for the success of the appraisal process that this distinction is understood by both the appraiser and the appraisee so that the appraisal discussion is used for the purposes intended and is not used to surface problems which should have been dealt with as and when they occurred.

It is our policy that, in general, the immediate line manager should be the appraiser, but that person may be substituted if there are exceptional reasons. In general, no appraiser should appraise more than 3 staff.

### **(d) Timing of Appraisal**

Appraisal should take place once a year, with the opportunity for interim appraisals on a yearly basis.

Given the range and variety of departmental work within the Training Centre, it is difficult to specify an appraisal timetable which all managers should follow. There may be considerable variations in workload between departments at different times of the year, and hence managers are given discretion as to the timing of their appraisal cycle. However, it is important that a general timetable is adhered to as much as possible so

that appraisal works through the organisation in a logical sequence, the outcomes are fed into the planning process for the next academic year, and the appraisals are not relegated to a last-minute slot in the face of more pressing priorities.

### **(e) Outcomes from Appraisal**

The primary outcome from appraisal should be a clear understanding of the strengths and weaknesses of the appraisee's performance in relation to current and expected needs of the department. There will also be a clear action plan which sets out the specific objectives and training and development opportunities which need to be pursued by the appraisee, and the role of the appraiser in helping to ensure that they are undertaken.

Those parts of the appraisal discussion which relate to an individual's performance should remain confidential to the appraiser and the appraisee and to the Head of Department if he/she is not the appraiser. However, there are other parts of the discussion, (e.g. the objectives set, or the training and development needs identified), which could usefully be shared within the department. This would encourage staff members to understand each other's contribution and work more closely as a team

Steps have therefore been taken to open up the process and our current position is that appraisers are expected to give some general feedback to their staff following the appraisal round which focuses on the lessons learned, the types of concerns expressed, and the direction for the year ahead.

While it is the task of the CEO to **manage** the appraisal process and make sure the process benefits both individual staff members and the department as a whole, it is the task of the CEO to **monitor** the process. At the end of the academic year, a short appraisal report is submitted which identifies whether appraisals have taken place, whether any generic training needs have emerged and propose future action.