



# ICHAS

## Section 6 - Staff Recruitment, Management and Development

Subject:	Policy on Staff Performance & Appraisal		
Applicable QCI Core Standard	Staff Recruitment, Management and Development		
Date Approved by Board of Directors:			February 2021
Policy Version	1/2021	Date due for Revision	February 2024

### CONTEXT

The Sector Specific Guidelines from QCI require that “the provider’s quality assurance procedures for the recruitment, management and development of staff will be developed in the context of all the education and training activities and related services provided by the provider. This includes those education and training activities leading to awards of awarding bodies other than QCI, such as professional bodies and local provider provision, so that the overall commitments of staff are taken into account by the provider, should the college engage with other awarding bodies other than QCI in the future”.

### POLICY STATEMENT

The college recognises the importance of the review and monitoring process of staff in order to enhance and develop staff members. The College engages in an ongoing process of performance appraisal and monitoring but will do so in a supportive ethos. It normally occurs informally between the close interactions of staff members, but the college also utilises a series of appraisal mechanisms which allows for periodic feedback and opportunities for development and performance enhancement.

### SCOPE

Applies To	Staff	Students	Both	
	✓			
Responsible for Implementation	Vice President (Corporate Affairs), Vice President (Academic Affairs)			
Responsible for Monitoring & Review	Vice President	Vice President	Registrar	Quality Assurance &

	(Corporate Affairs)	(Academic Affairs)		Enhancement Officer
			✓	

## DEFINITIONS

*Performance appraisal* is a “general heading for a variety of activities through which organisations seek to assess employees and develop their competence, enhance performance and distribute rewards” (Fletcher, 2001, p. 474<sup>1</sup>).

“It has been argued that all systems of staff appraisal are directed to addressing two inter related and fundamental goals, namely accurately assessing the individual employee’s performance in the fulfilment of their role and also constructing an evaluative system to advance operational functions within an organisation” (Mavor, A.S., Broderick, R.F., Wigdor, A.K., Milkovich, G.T., (2017)<sup>2</sup>.

## RELEVANT GUIDELINES/ POLICIES INFORMING THIS POLICY

- Quality and Qualifications Ireland (2016) Statutory Quality Assurance Guidelines Developed by QQI for use by all Providers
- European Association for Quality Assurance in Higher Education (ENQA) et al (2015) Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).
- Quality and Qualifications Ireland (2016) Sector Specific Statutory Quality Assurance Guidelines Developed by QQI For Independent/Private Providers Coming to QQI On A Voluntary Basis
- Quality and Qualifications Ireland (2016) Policies & Criteria for the Validation of programmes of Education.
- Quality and Qualifications Ireland (2018) Statutory Quality Assurance Guidelines for Providers of Blended Learning Programmes

## Linked Policies and Procedures

Linked Policies	Policy on Staff Recruitment, Management & Development Policy on Staff induction Policy on Staff Communication Policy on Staff Development Policy on supporting staff engagement with Blended Learning
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<sup>1</sup> Fletcher, C. (2001). Performance appraisal and management: The developing research agenda. *Journal of Occupational & Organizational Psychology*, 74, 473–487.

<sup>2</sup> Mavor, A.S., Broderick, R.F., Wigdor, A.K., Milkovich, G.T., (2017). National Research Council, Division of Behavioral and Social Sciences and Education, ... Committee on Performance Appraisal for Merit Pay. *Performance Appraisal: Definition, Measurement, and Application*. In *Pay for Performance: Evaluating Performance Appraisal and Merit Pay* (pp. 45–76). National Academies Press).

Linked Procedures	Procedures associated with Staff Recruitment, Management & Development. Procedures associated with Staff induction. Procedures associated with Staff Communication Procedures associated with Staff Development Procedures associated with Staff Performance & Appraisal Procedures associated with supporting staff engagement with Blended Learning
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