



## Appraisal Policy

### 1 Policy Statement

The purpose of this policy is to provide performance appraisal procedures covering all employees to be delivered throughout the Council on an annual basis. This will be part of an overall performance and development programme.

### 2 Policy

The appraisal procedures will ensure that the corporate vision, values and objectives are translated into personal objectives. This is to ensure that employees at all levels of the Council can see and understand the objectives they are set, so that they can contribute to the Council's success as a whole from the beginning of their employment.

The Council's values will be integrated into all performance appraisal procedures and will be linked to learning and development requirements. It may also be that professional competencies or standards that are set by professional bodies are also integrated into the process.

Appraisers must ensure that all appraisal processes are fair and equitable for all appraises and that it is applied in line with the Council's Equal Opportunities Policy.

### 3 Core Principles

This policy aims to create a performance management framework to ensure that all employees:

- have an annual appraisal meeting
- know what is expected of them in terms of the standard of their performance from the beginning of their employment
- know what is required of them in order to do their job effectively
- receive recognition for their achievements
- receive feedback on a regular basis which aims to improve and develop their performance
- identify areas where improvement is needed
- identify with their line manager their learning and development needs; and
- plan their career development where possible

### 4 Minimum Standards

All employees will take part in a formal appraisal process. As a minimum, such a procedure must ensure that all staff affected by it will:

- receive an annual meeting with their line manager to discuss their performance during the previous year
- be set appropriate objectives to achieve over the following year
- assess performance against the Council's Values

- identify skills and knowledge development needs against the Council's core abilities; and
- have regular update meetings with their line manager to discuss work activity, performance, objectives, learning and development.

The effective management of the agreed appraisal process is included as an objective in the performance appraisal of all line managers.

## **APPENDIX 1 – Framework of Core Principles**

The following core principles apply to all appraisal processes, as they underpin good practice and need to be adhered to in all performance appraisal procedures. Employees know what is expected of them. Every individual will have an up to date document (e.g. appraisal form, team plan) in which their performance expectations are defined in such terms as targets, quality standards, outputs, time scales, costs, together with a plan or schedule of action necessary to ensure objectives are met. This includes staff new to the Council. Where an individual starts part way through a team appraisal year, they should have an initial appraisal to set objectives shortly after starting and subsequent appraisals can take place alongside the rest of the team.

Objectives and action plans are determined as a result of a dialogue between employees and their line manager.

One outcome of the appraisal process will be to generate a documented plan that captures the individual and team training and development requirements.

Formal disciplinary and grievance issues are not to be an objective of any performance appraisal procedure and will be dealt with separately. It is important that any issue concerning poor performance is recorded in the meeting documentation in order that any formal monitoring of performance is not undermined by contradictory messages being given to the employee. Review of progress performance against objectives, targets and values should be assessed by objective evidence wherever possible. Where subjective judgement is involved it should be explained rationally, preferably with documented evidence.

Performance is assessed annually and the results documented. Employees have the right to add comments to their appraisal form. This may be anything they wish to say about their appraisal, their line manager and any blocks to the achievement of the objectives and targets set.

Both appraiser and appraisee share the responsibility for monitoring progress on the agreed objectives. The objectives will be discussed regularly in update meetings (one to ones /supervision) throughout the year. Significant changes to objectives and action plans between formal annual appraisals should be discussed and confirmed as amendments between employees and their line manager. Appraisers need to ensure that consideration is given to the resources required for enhancing the appraisee's performance and capability to meet the agreed objectives.

Employees must be given adequate notice of their appraisal discussions and will have been given guidance/briefing on how to prepare for and get the best out of these meetings.

Where it is known that an employee is due to commence a long period of absence e.g. maternity leave, this will be factored into the objective timescales and where appropriate, an appraisal will be held before the absence starts. Where staff miss scheduled appraisal meetings due to sickness absence, these will be rearranged to take place following their return.

Line managers will ensure that they ask employees if they need any additional support or equipment in order to perform their role effectively. This may be ICT equipment, flexible working arrangements or whether any reasonable adjustments made to support a disability are still appropriate.

Appraisal records are treated as confidential documents and will generally only be available to the employee concerned, the line manager and the Chairman of the Council. It is beneficial for an electronic copy of the completed form to be held confidentially by the employer for future reference and review.

Employees may involve the Grievance Procedure in the event of problems over the accuracy or the fairness of the appraisal record or meeting, in which case the manager/councillor hearing any grievance will need to have sight of the appraisal. The period will start from the date of the last appraisal or the first day of the employment contract.



**Staff Annual Appraisal Pro Forma**  
**confidential when complete**

**Name** .....

**Position** .....

**Date** .....

**General**

The Council's Annual Review is designed to promote both the development needs of the Council and your own in the context of reviewing your past priorities and achievements. In addition it allows you to consider obstacles to success and helps you to find a way of removing them.

**The Objectives for the Scheme are:**

- to enhance the quality of service delivery and overall development of the Council through encouraging each person to achieve the mutually agreed priorities;
- to identify and provide the support that enables everyone to achieve those priorities and at the same time gain satisfaction in the workplace.

**To the post holder**

Please review your current job description and objectives and comment on the achievements you feel you have made this year and the problems that have occurred.

Note any significant departures from the job description as written and why this has occurred together with any impact that it has had on attainment of your priorities.

Indicate where you feel that there are opportunity areas for developing your job and role with an explanation of the benefits to the Council as well as likely costs.

Where you identify either a resource, support or knowledge-base issue as producing reasons for not achieving your priorities, be quite open and honest. In that way the Council can best consider how to offer the support that may be needed, or restructure the job.

**To the Appraiser / Line Manager**

Consider carefully what has been written and be prepared to explore fully any issues that have been raised, as well as those you wish to raise independently. Give adequate time for discussion.

**Section 1**

**To be completed by the post holder.** Look at the most important aspects of your job description and note what the objectives and priorities were for the year. How did it go?

<i>Job description Item</i>	<i>Objectives and priorities</i>	<i>What did you achieve?</i>	<i>What problems did you have?</i>

*Consider your role. Do you feel that the job description adequately describes the job? What would you add or remove? Do you understand how your role contributes to meeting the Council's overall objectives? What do you believe your objectives and priorities should be for the coming year? What help (e.g. training) do you feel you need to achieve them? Use a separate sheet if you wish.*

## **Section 2**

**To be completed by the Appraiser / line manager.** Consider what the employee has written in Section 1 and make your own comments. Concentrate on areas where there are difficulties or disappointment noted, or where there is a specific wish to receive support in some form. The objectives should cover key aspects of the post holder's job. They should have direct relevance to the Council's aims and objectives for the next year.

*Comment here on the overall performance. How did it go from the Council's viewpoint? Do you agree with the assessment of achievements and problems. Are there any other areas which you would like to discuss?*

*Do you agree with the proposed list of Objectives and Priorities (below)?*

*Are there any which you believe should be added or removed?*

**Section 3**

**To be completed by the line manager and post holder following the review meeting**

1. We have reviewed the past year and agreed a set of objectives and priorities for the coming year. These are attached.
2. We have /have not revised the job description which is/is not attached.
3. We have/have not agreed a plan of other development actions including training and this is/is not attached.
4. The post holder has/has not made additional comments and these are/are not attached.
5. The line manager has/has not made additional comments and these are/are not attached.

Signature of Post Holder .....

Signature(s) of Interviewer(s) .....

Date .....