

Appraisal Scheme Guidance

Introduction

The appraisal scheme provides the Council with a framework to regularly review an employee's performance, and the employees with an opportunity to give feedback to their employer.

Who should undertake appraisals?

The Town Clerk will usually appraise those who report directly to the Town Clerk. Managers who report to the Town Clerk would usually appraise the staff reporting to them and share the reports from these appraisals with the Town Clerk.

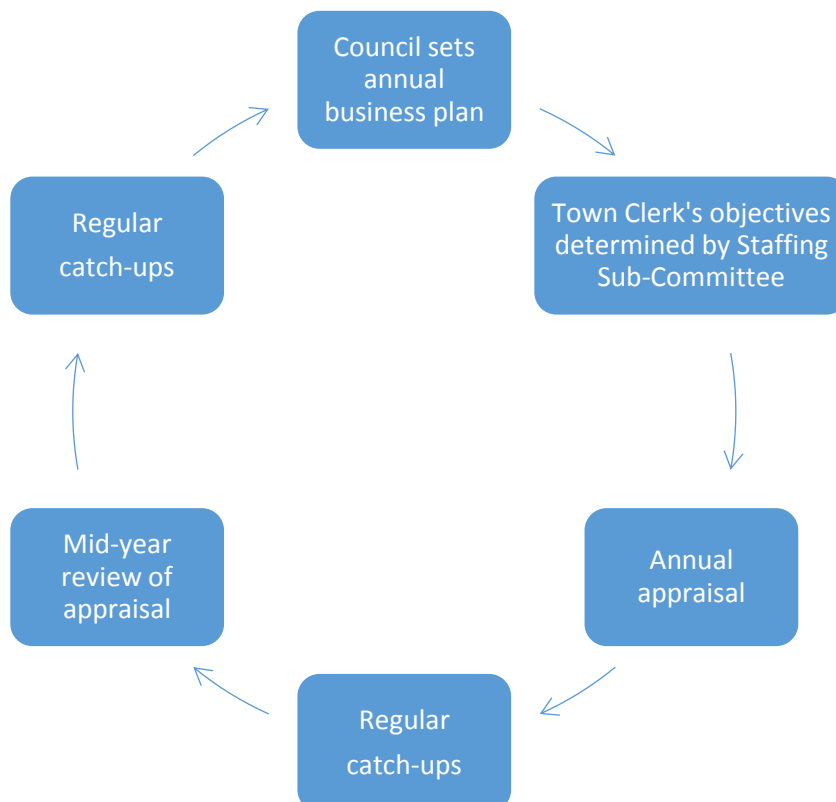
The Staffing Committee will appoint a small Appraisal Panel (2 or 3) from within its number to appraise the Town Clerk.

Summary reports from all appraisals will be shared with the Staffing Committee

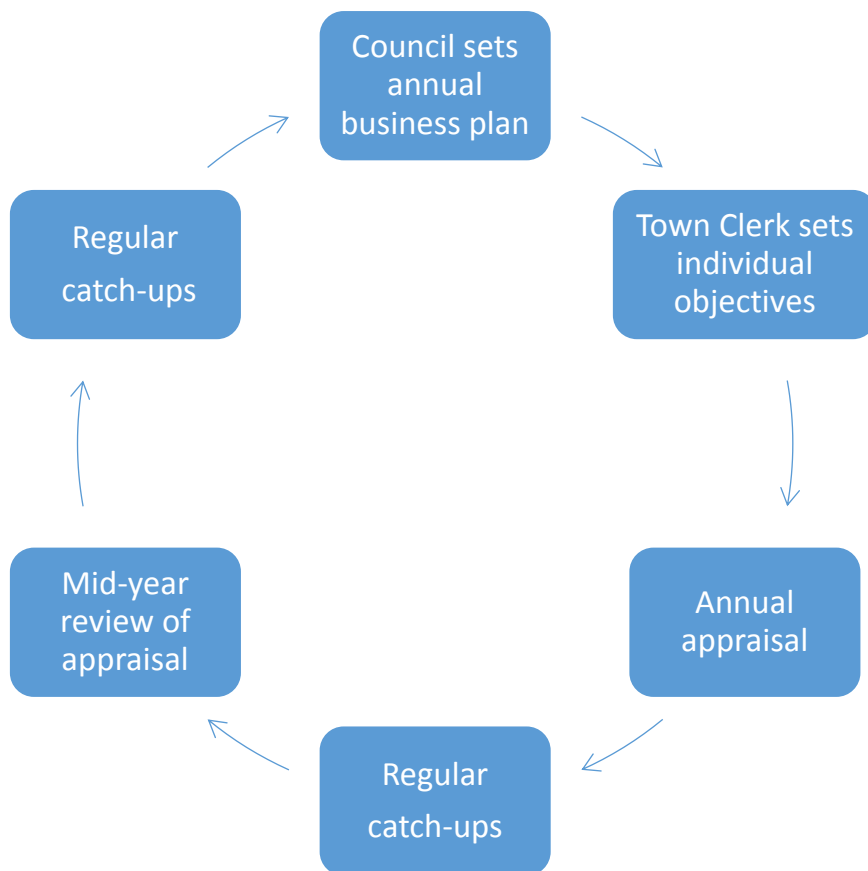
Appraisals and performance management

Appraisals are an important part of the performance management process. Due to the nature of the Council's management structure, the appraisal process for the Town Clerk differs to that of other staff.

The performance management process for the Clerk



The performance management process for other staff



Core aspects of the performance management process

The Council's Business Plan

The Plan sets the Council's objectives for the next year. These objectives can be part of longer term aims.

The role of the Staffing Committee

The Staffing Committee will:

- ensure that annual appraisals are being conducted for all staff;
- appoint the Appraisal Panel to undertake the Town Clerk's appraisal;
- be responsible for reviewing the performance management process to ensure it continues to meet the Council's needs;
- will countersign the appraisals for all staff; and
- will hear any grievances raised by staff in relation to their appraisal. *

*subject to compliance with the ACAS Code of Practice on the conduct of grievance procedures

The annual appraisal and mid-year review

The annual appraisal and mid-year reviews and catch-up meetings will follow the format set out in this document with supporting forms for the annual and mid-year reviews.

The role of regular catch-ups

Catch-ups should be conducted every six weeks or so. Meetings may be more frequent where staff are new to their post, the employee requires more regular support or, the manager is concerned that

the employee needs particular attention. Equally catch-ups can take place less frequently where appropriate. However, they should always take place at least every 8 weeks/2 months.

Catch-ups provide the opportunity for regular discussions on progress against objectives highlighting where additional support may be needed or, in exceptional situations, where objectives should be amended. They also provide an opportunity to discuss a range of other day to day matters such as annual leave or TOIL arrangements; recent or planned absence; workload pressures; progress with learning and development plans etc

Structure of the appraisal meeting and mid-year review

The appraisal meeting and mid-year reviews are in two parts. The first part looks back over the appraisal period. It looks at:

- the extent to which the objectives have been met;
- noting any particular achievements
- whether the job description has changed;
- whether the learning and development objectives have been achieved; as well as
- noting any other general comments.

The second part looks forward to the next appraisal period. It provides an opportunity to:

- discuss the objectives to be set; and
- identify the learning and development needs.

Using the Record of Appraisal form

The form is produced as a Word document to allow flexibility. The form is not intended to restrict the amount which can be written or the number of objectives which can be set.

Setting objectives

All team and individual objectives should be written as SMART objectives.

The number of objectives set will depend on the 'size' of each objective and the other work which a member of staff is tasked with.

If appropriate objectives should have supporting information such as 'milestones' to be achieved or additional information to clarify how the objective should be met or what support might be available.

Appendix A gives some example templates for drafting SMART objectives

Record keeping

A written record of the appraisal, mid-year review and, catch-up meetings will be given to the employee for their own records and copies will be kept in the employee's personnel file.

The written record of appraisal, mid-year review and, catch-up meetings for the Town Clerk will be held by the Chairman of the Staffing Sub-Committee on behalf of the Committee, as well as in the Town Clerk's own personnel file and a copy given to him/her.

Should the Chairman of Staffing Committee change then these records will be made available to them and any other member of the Staffing Committee appointed to conduct an appraisal meeting (either full or mid-year)

Seeking agreement

Wherever possible agreement should be sought for the objectives set. It is important for the appraiser to listen carefully to any concerns raised by the 'appraisee.' However if agreement cannot be reached then the disputed objectives can be referred to the Staffing Committee who will consider whether to amend, withdraw, or retain them after having considered the matter.

Wherever possible, agreement should be sought for the other aspects of the appraisal (i.e. looking back at past achievements, training required, etc). However, where agreement cannot be reached a note of the employee's comments/objections will be kept together with the appraisal report.

Training

All managers who conduct appraisals should receive relevant training.

At least one of the Councillors who forms part of the appraisal panel for the Town Clerk must have received relevant training.

The relationship between the Town Clerk's appraisal and the appraisals of other members of staff

For clarity, the Town Clerk appraisal process is entirely independent from that of other members of staff. In other words, if for any reason any stage of the Town Clerk's appraisal is delayed in full or in part - then this should not delay any element of the (including objective setting) appraisal process progressing for any other member of staff.

APPENDIX A

Objectives should always be written meeting the SMART criteria although by adding 'Challenging' to the criteria, the objectives can be used to stretch and develop people.

Challenging	The objective should ideally stretch the individual beyond the current level of performance or into a new area
Specific	The objective should provide clarity about the outcome required
Measurable	The objective must include some means by which it will be possible to identify whether it has been achieved.
Achievable	The objective must be challenging and testing but realistic.
Relevant	The objective must be appropriate to the member of staff's role and also fit within the team objectives. Alternatively, there can be one or two personal objectives which are loosely connected with the team objectives but support staff development. (Note that the Staffing Sub-Committee would need to approve expenditure for staff development.)
Time bound	A time-frame must be given. It might be useful to define interim milestones which can be discussed at the 6 monthly review or more frequently.

Templates which can be used as the basis for writing CSMART objectives

Example 1 – For delivering a one-off piece of work

By...*DATE* ...to have written the Plan to deliver the.....

This objective might lend itself to setting milestones such as:

By...*DATE*...to have presented an outline project plan to the *line manager*.

You might also want to include additional information such as:

"You should use Microsoft Excel to detail the activities which fall under the plan, together with dates and responsibilities."

Example 2 – To raise the standard of current performance

To meet the deadlines for.....on 95% of occasions during the second half of the year.

This objective lends itself to noting what both the appraiser and appraisee need to do to enable this objective to be met. For example:

- Appraiser will explore the possibility of team member attending a Time Management course.
- Appraiser will support the team member in taking one half day to tidy up and sort out personal workspace.
- Team member to use Outlook to create a running 'to do' list.
- Team member will readbook on time management.
- Team member's time management will be a regular item for discussion at catch-up meetings.

RECORD OF MID-YEAR APPRAISAL REVIEW

Name of employee being appraised	
Name of appraiser(s)	
Appraisal period	
Date appraisal conducted	

Review of Objectives for **YEAR/YEAR**

Objective Set	<ul style="list-style-type: none"> • Achieved; • On-track; • Requires attention 	Comments (Note whether the objective has been achieved or is on-track. Where the object is not on track to be achieved – what does the employee need to focus on? Is there any additional support required from the manager?)

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Review of Learning and development objectives for **YEAR/YEAR**

Learning & Development Objectives		
Learning & Development Objective	<ul style="list-style-type: none"> • Achieved; • On-track; • Requires attention 	Comments (Note whether the objective has been achieved or is on-track. Where the object is not on track to be achieved – what does the employee need to focus on? Is there any additional support required from the manager?)

Additional Comments

Additional comments from the Appraiser

(In this section the appraiser can comment on the wider contribution or issues which have arisen during the appraisal period. This might include the positive contribution made outside the objectives; or noting where problems have arisen. This section should note any other issues which have arisen at the Catch-up meetings - for example with attendance.)

Additional comments from the Employee

(In this section team members are free to comment on any aspect of the appraisal. This might include the support and supervision they have received from their Appraiser; the objectives set or, any other issues about the work or working environment.)

Signed by employee _____

Date _____

Signed by appraiser _____

Date _____

Countersigned by Chairman of Staffing Sub-Committee _____

Date _____

RECORD OF APPRAISAL



Name of employee being appraised	
Name of appraiser(s)	
Appraisal period	
Date appraisal conducted	

Job Description

Is the job description up to date? Y / N

If not please attach the job description with the proposed amendments. Please note these need to be agreed by the Staffing Sub-Committee.

PART 1 - Review of Objectives for YEAR/YEAR

Objective Set	Fully, partially or not achieved	Summary of comments from Mid-year review	End of year review (If partially or not met - why not?)

PART 1 - Review of Learning & Development Objectives for YEAR/YEAR

Personal Development Plan		
Learning & Development Objective	Learning and development tools used (Eg. attending formal training course; coaching received, self-directed learning etc.)	To what extent has this objective been met? Exceeded, fully, partially or not achieved (please circle)
		Exceeded objective /Fully/partially/not achieved Comment?
		Exceeded objective /Fully/partially/not achieved Comment?
		Exceeded objective /Fully/partially/not achieved Comment?
		Exceeded objective /Fully/partially/not achieved Comment?

PART 2 - Objectives to be Set for YEAR/YEAR

Objective (Eg. By...DATE ...to have written the Plan to deliver the) 	Milestones and support to be given (Eg. By...DATE...to have presented an outline project plan to the line manager. You should use Microsoft Excel to detail the activities which fall under the plan, together with dates and responsibilities.)

Part 2 - Learning and development objectives for YEAR / YEAR

Learning and development objective (written as a SMART objective)	Learning & development tools to be used (Eg. attending formal training course; coaching received, self-directed learning etc.)

Additional Comments

Additional comments from the Appraiser

(In this section the appraiser can comment on the wider contribution or issues which have arisen during the appraisal period. This might include the positive contribution made outside the objectives, or where problems have arisen.)

Additional comments from the Employee

(In this section team members are free to comment on any aspect of the appraisal. This might include the support and supervision they have received from their manager; the objectives set or any other issues about the work or working environment.)

Signed by employee _____

Date _____

Signed by appraiser _____

Date _____

Countersigned by Chairman of Staffing Sub-Committee _____

Date _____