

## **APPRAISAL & PERFORMANCE REVIEW SCHEME**

### **INTRODUCTION**

The appraisal and performance review scheme provides the Council with a framework to review employees' performance and potential which can benefit both employers and employees by improving job performance, identifying strengths and weaknesses and by determining suitability for development.

### **APPRAISALS AND PERFORMANCE MANAGEMENT**

Appraisals and performance reviews give managers and employees opportunities to discuss how employees are progressing and to see what sort of improvements can be made, or help given, to build on their strengths and enable them to perform more effectively.

Review of potential and development needs predicts the level and type of work that employees will be capable of doing in the future and how they can be best developed for the sake of their own career and to maximise their contribution to the organisation.

### **WHO SHOULD UNDERTAKE APPRAISALS?**

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

The Chair of the Staffing Committee and the Leader of the Council will conduct the appraisal of the Town Clerk.

### **BENEFITS OF APPRAISALS & PERFORMANCE REVIEWS**

Appraisals can help to improve employees' job performance by identifying strengths and weaknesses and determining how their strengths can be best utilised within the organisation and any weaknesses overcome. They can help to reveal problems which may be restricting employees' progress and causing inefficient work practices.

Appraisals can also provide information to assist succession planning and to determine the suitability of employees for promotion, for particular types of employment and training. In addition, they can improve communications by giving employees an opportunity to talk about their ideas and expectations and to be told how they are progressing. This process can also improve the quality of working life by increasing mutual understanding and respect between managers and employees.

### **FREQUENCY OF APPRAISALS & PERFORMANCE REVIEWS**

Employee appraisal should be a continuous process and should not be limited to a formal review once a year.

The majority of formal employees' appraisals will be conducted annually. However, more frequent performance reviews may be conducted for new employees, for longer serving staff who have moved to new posts or for those who are below acceptable performance standards.

Annual appraisals should be conducted within the anniversary month of their employment start date as stated on the employees Particulars of Employment i.e. an employee who joined in April, should have an appraisal each April.

Performance reviews are to be conducted as required to support an employee in identifying any weaknesses or issues that are affecting their employment.

### **SIGNING OF APPRAISALS & PERFORMANCE REVIEWS**

Before an appraisal or performance review is passed to the senior management for comment, employees are to be given the opportunity to see their appraisal reports and are required to sign the completed form and may, if they wish, express their views on the appraisal they have received; in particular whether they feel it is a fair assessment of their work over the reporting period.

### **TRAINING**

All managers who carry out appraisals must receive training to help them assess performance effectively and to put that skill into use in the appraisal process. Godalming Town Council will provide all those who have responsibility with conducting appraisals and performance reviews appropriate training through ACAS Performance and Appraisal modules. At least one of the councillors conducting the Town Clerk's appraisal, or any performance review, must also have conducted the ACAS Performance and Appraisal Module.

### **RECORD KEEPING**

A written record of an annual appraisal, a performance review, any intermediate appraisals or 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 an annual appraisal, a performance review or any intermediate appraisals or catch-up meetings for the Town Clerk will be held by the Chair of the Staffing Committee on behalf of the Committee, as well as in the Town Clerk's own personnel file and a copy given to them.

When the Chair of Staffing Committee changes, then these records will be made available to the new Chair.

### **OBJECTIVES**

If objectives are set as part of an appraisal or performance review, wherever possible agreement should be sought for those 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 Town Clerk for employees whose appraisal is conducted by other managers or to the Staffing Committee where the appraisal is conducted by the Town Clerk, who will consider whether to amend, withdraw, or retain the disputed objectives after having considered the matter.

Objectives should always be written meeting the SMART criteria (see Appendix A)

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 recorded within the appraiser comments.

### **TOWN CLERK'S APPRAISAL VS THE APPRAISALS OF OTHER MEMBERS OF STAFF**

For clarity, the Town Clerk's 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 appraisal process progressing for any other member of staff.

## APPENDIX A

Objectives should always be written meeting the SMART criteria.

<b>Specific</b>	The objective should provide clarity about the outcome required.
<b>Measurable</b>	The objective must include some means by which it will be possible to identify whether it has been achieved.
<b>Achievable</b>	The objective must be challenging and testing but realistic.
<b>Relevant</b>	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 Committee would need to approve expenditure for staff development.)
<b>Time bound</b>	A timeframe 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 SMART 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 read .....book on time management.
- Team member's time management will be a regular item for discussion at catch-up meetings.