

TILNEY ST LAWRENCE PARISH COUNCIL

APPRAISAL POLICY

1. Purpose of the Policy

The Tilney St Lawrence Parish Council Appraisal Policy is designed to promote improvement and development by reviewing past performance and goals achieved and looking ahead to set achievable objectives.

The policy aims to help both employee and the Council to:

- ensure the Employee is clear about the Council's aims and objectives and the part you are expected to play in achieving them;
- review performance over the past year, discuss strengths and weaknesses and find ways of resolving any problems that may have arisen in the job;
- agree key tasks and performance objectives for the next year and an action plan for the year ahead including any personal and technical training or development needs; and
- regularly review progress.

The appraisal policy centers around the annual appraisal meeting which formally assesses and records the employee's performance, potential and development needs and facilitates a review of work content and volume, the achievements of the past year and joint agreement of objectives for the following year.

Appraisal should be seen therefore in a positive light as a way of the Council helping the Employee's development whilst enhancing their contribution to the Council's success. The Employee can and should therefore be open and frank in their approach and participation in the review process.

2. Objectives and Benefits of the Policy

The objectives of the appraisal policy are:

- **Service Quality** – to enhance the quality of service delivery by the Council through regularly reviewing performance and encouraging the Employee to achieve high standards of performance against clear achievable objectives.
- **Performance Review** – to give the Employee and the Council an opportunity to discuss how well they are performing and to see what sort of improvements can be made or how strengths can be built on to enable more effective performance.
- **Review of Training and Development Needs** – to enable the Employee and the Council to predict the level and type of work that will be required to do in the future and determine how they can be best developed for their career and to maximise the contribution to the Council. One of the outcomes from the appraisal may be a development plan that sets out what training the individual should undertake to enhance their performance in role or to develop skills and knowledge for the future.

The benefits of the appraisal policy may be defined as follows:

(a) for the Employee it serves to:

- provide clarification of job purpose and role
- provide recognition of commitment to work and the Parish Council
- review objectives and receive recognition for achievements
- agree priorities
- receive constructive feedback
- identify and resolve any problem areas or weaknesses
- improve job performance and communication
- identify and agree future training needs and development plans.

(b) for the Council it serves to:

- provide a formal vehicle through which to monitor work
- identify any performance problems
- improve communication

- jointly formulate solutions to problems
- provide positive feedback and recognition
- motivate and provide career development advice.

3. Appraisal Process

The appraisal policy is made up of five key elements, namely

- self-assessment
- an annual appraisal meeting
- jointly agreed tasks, objectives and training and development activities for the next year
- a six-monthly review and discussion of progress
- an ongoing link between the outcomes and benefits of the policy and the Council's corporate aims and objectives.

The whole process and in particular the new objectives and training and development plans will derive and flow from the objectives that have been previously set and the Council's ongoing corporate objectives, values, standards and priorities.

4. Appraisal Meeting

The appraisal meeting will take place annually in accordance with the policy schedule and will be conducted on behalf of the Council by the Chairman and Vice-Chairman of the Parish Council. The outcome of the appraisal will be reported back to the Council at the earliest opportunity.

In preparation for the appraisal meeting, the Employee (the appraisee) must complete the self-assessment included in Section 2 of the Appraisal Review Form and some key issues to be considered in particular are:

- what has been achieved over the past twelve months and what benefit and/or contribution has been made to the business;
- how the job could have been performed better - thinking of the things which might have been done more efficiently or effectively i.e. what could have been done to improve performance;
- the most important personal and technical skills used or needed in the job;
- whether the current skill range and level is appropriate to the job or could the job be done better if further knowledge, skills and training were developed;
- whether any relevant skill, knowledge or expertise which is not now being used in the job but could be used;
- what obstacles have arisen during the last year that got in the way of performing the job as might have been wished;
- whether, and in what ways, more support and guidance to resolve such issues, develop skills or change things to enable the job to be done even better are needed;
- whether there are any matters outside of work that are affecting performance;
- what are seen as the main job tasks and priorities over the next year; and
- what training and other personal development needs exist or are desired.

The appraisee should give due emphasis in the above to the spread of tasks that they have to perform and where relevant consider examples of work issues (positive and negative) in support of the responses to ensure that there will be an open and constructive discussion at the appraisal meeting.

5. Structure and Format of the Appraisal Meeting

All appraisal meetings must be 'open' and 'two way' which means that the appraisee will be expected to contribute fully to the discussion and take the opportunity to comment on, for example, the level and type of support received from the Council.

The appraisal meeting will be structured as follows:

(a) Introduction

The purpose, scope and format of the appraisal meeting will be explained by the Chairman.

(b) Self-assessment

Prior to the appraisal meeting the appraisee will have reviewed their performance over the past year and be able to comment on:

- what went well during the year?
- how far you met the objectives for the year?
- what, of particular note, did you achieve during the year?
- what did you enjoy most/least in respect of the work undertaken?
- what did you consider to be your key strengths and weaknesses?
- what additional support do you require from the Council?
- any outstanding performance problems that require attention?

Complete Section 2 of the Self-Assessment Form and submit it at least two weeks before the date of the appraisal meeting to the Chairman.

(c) Job Review, Key Tasks and Objectives

The appraisee's job description will be jointly reviewed and any necessary changes agreed as part of the meeting and the opportunity should be taken to clarify any tasks of which they are unsure or might like to lose.

In addition, the previous year's objectives will be reviewed and the achievements or failures identified along with the reasons behind them.

(d) Feedback on Performance

Feedback on performance during the year will be given by the Chairman which will include any significant achievements, strengths and, where relevant, any weaknesses that have prevented the completion of objectives. Where agreed weaknesses are identified, solutions or steps that can be taken to overcome barriers to more effective performance will be agreed.

The feedback will be factual, supportive, honest and constructive. At the end of the feedback the Employee will be given an opportunity to comment and record any mitigating circumstances or obstacles that have prevented them from completing key tasks or objectives. An opportunity will also be taken to identify how the Council can better support and help you realise your potential and performance.

(e) Training and Development

Any training and the development needs will be discussed in respect of both the existing job and the future needs of the Council. Development opportunities may include training, work experience and new responsibilities.

(f) Future Targets and Objectives

A new set of objectives or key tasks will be jointly agreed for the following appraisal year which will be:

- understandable
- achievable
- measurable
- timetabled
- prioritised
- challenging; and
- limited in number.

(g) Conclusion of Meeting

The appraisee should have an opportunity to ask any further questions at the end of the meeting and the key outcomes of the meeting will be summarised to ensure that there is common understanding of the objectives and the action points.

6. After the Appraisal Meeting

Shortly after the meeting, the main outcomes of the meeting and the agreed objectives and tasks for the following year will be summarised in writing in Section 3 of the Appraisal Review Form and a copy given to the post holder for agreement. The Plan will be signed off by both parties and a copy of the form given to the appraisee whilst the original is held on the Personnel File.

The Employee and the Chairman will be responsible for ensuring that the agreed tasks are implemented, training is provided, and objectives are then met during the following review period.

Progress on these points may be discussed or reviewed at informal, one to one, meetings during the year, but progress on the agreed tasks and objectives set will be formally reviewed after six months.

7. Conclusion

Any questions on the above or the policy in general should be addressed to the Chairman.

TILNEY ST LAWRENCE PARISH COUNCIL

APPRAISAL POLICY ACTION PLAN

The following action plan schedules the steps involved in the annual Appraisal Policy process and who is responsible within the Council.

STAGE	ACTION	PERSON(S) RESPONSIBLE	TIME FRAME
Stage 1	Review and update Parish Council aims, objectives and business plan	Council with input from Clerk	Ongoing
Stage 2	Arrange appraisal meetings	Clerk	March
Stage 3	Issue Policy details, action plan schedule and Appraisal Review Forms	Clerk	March
Stage 4	Complete self-assessment in Section 2 of Appraisal Review Form	Employee	March
Stage 5	Hold appraisal meetings and agree objectives, development plan and sign off in Section 3 and 4 of Appraisal Review Form	Chairman & Vice-chairman with Clerk	April
Stage 6	Implementation of objectives and development plan	Clerk with Chairman & Vice-Chairman	April
Stage 7	Six-monthly progress review meeting	Employee with Chairman	October
Stage 8	Re-commence process	As above	March
Stage 9	Review operation of Appraisal Policy	Clerk	Periodically and as required

TILNEY ST LAWRENCE PARISH COUNCIL

APPRAISAL REVIEW FORM

NAME:	
POST:	
DATE:	

SECTION 1. PURPOSE OF THE APPRAISAL MEETING

The purpose of the appraisal meeting is to enable you, as the appraisee, to discuss your job performance both looking back over the last year and looking forward to the future. The meeting should aim to clarify:

- (a) the main scope and purpose of your job;
- (b) your targets, objectives and key tasks;
- (c) how effective your performance is and any areas for improvement;
- (d) your training and development needs for the next year.

To prepare for the appraisal meeting you should complete Section 2 of this form and bring to the meeting a list of the current and future activities and/or projects on which you are working.

SECTION 2. SELF ASSESSMENT (To be completed by the appraisee)

You should complete the following questions in an open and honest way and refer to any previously agreed objectives to help complete this part of the form and your job description to ensure its continued relevance. When completed you should submit it to the Chairman.

1. Job Role and Performance

- (a) Looking Back and thinking about the last twelve months:
- i. Are you clear about the Council's aims and objectives and your role in their achievement?
Yes/No

If no, why is this?

- ii. Do you understand all the responsibilities and requirements of your job as set out in the attached job description?
Yes/No

If no, which ones are not clear?

- iii. Are there any parts of your job description that you are not currently doing?
Yes/No
If yes, which ones and why is this?

- iv. Are there any tasks that you undertake but which are not in your current job description?
Yes/No

If yes, what are they?

- v. What aspects of your work or objectives (referring to the previously agreed objectives for this year) have gone well this year and have been your major achievements?
 - vi. Which aspects of your job or objectives have given you most difficulty and why?
 - vii. How well are you working with others in the team and managing to prioritise your workload?
 - viii. Have there been any obstacles outside your own control that have prevented you from performing effectively or achieving your agreed objectives?
 - ix. Have you had sufficient regular opportunities to discuss your work and progress with the Council?
Yes/No
 - x. What training courses, conferences or other events have you attended in the past year which you found useful?
 - xi. What have you done personally to improve your performance?
 - xii. What do you find most or least interesting in your job?
- (b) Looking Forward
- i. What do you consider to be your key strengths in your current role?
 - ii. Have you any skills, aptitudes or knowledge not fully utilised in your job? If so, what are they and how could they be used?

- iii. What could be done to overcome or diminish any of the obstacles listed earlier?
- iv. Can you suggest any specific training or other guidance or support that would help your performance and/or personal development?
- v. Are there any areas of work or tasks where you would like to become involved?
- vi. Are there any tasks you would like to drop or have less involvement?
- vii. What further resources would make achieving your aims and objectives easier?

2. Aims and Objectives

Using your job description and last year's performance plan what key objectives do you intend to achieve in the coming year? (*Objectives should be clear and achievable but there are no set number of objectives however those set should cover key aspects of the appraisee's job and be demanding enough to stretch the appraisee.*)

3. Organisational Development

What improvements or change do you think would be of most benefit in the next year to:

- (a) the Council as a whole?
- (b) your area of responsibility?

4. Other Matters

What other matters do you feel could be usefully discussed at your appraisal meeting?

Signature: _____

Date: _____

SECTION 3. OUTCOMES AND DEVELOPMENT PLAN (To be completed by the Appraiser)

This Section allows for the appraiser to consider and comment on what the appraisee has included above and/or at the appraisal meeting. *(The appraiser should concentrate on where the employee would benefit from challenge or needs support and the agreed objectives and training and development needs should be included in the plan for the next review year.)*

3.1 Comment on the employee's main achievements and anything else that was done particularly well.

3.2 Comment on work which has not gone well for employee or objectives that have not been met.

3.3 List any tasks that should no longer be in the job description or which should now be included.

3.4 Outline your overall assessment of the employee's performance during the last twelve months including any particular strengths, weaknesses or constraints to their work and the achievement of agreed objectives.

3.5 Outline any agreed gaps in skills, knowledge and/or experience that need to be bridged.

3.6 Schedule training and development will be provided in the coming year.

3.7 Outline agreed aims and objectives for the next twelve months. (Objectives should be clear and achievable but there are no set number of objectives however those set should cover key aspects of the appraisee's job and be demanding enough to stretch the appraisee.)

Appraiser's Signature: _____

Date: _____

SECTION 4. ACCEPTANCE (To be completed by the Appraisee)

This section provides space for the appraisee to comment on the completed form and the appraisal meeting and process in general.

- (a) I agree to the comments and objectives for the following year as part of my development plan as set out in Section 3 above.
- (b) My views on my appraisal meeting and the process in general are that:

Signature: _____

Date: _____

GUIDANCE ON COMPLETING THE APPRAISAL REVIEW FORM

1. **General**

The purpose of the appraisal meeting is to enable you, as the appraisee, to discuss your job performance both looking back over the last year and looking forward to the future. The meeting should aim to clarify:

- (a) the main scope and purpose of your job;
- (b) your targets, objectives and key tasks;
- (c) how effective your performance is and any areas for improvement;
- (d) your training and development needs for the next year.

To prepare for the appraisal meeting the appraisee must complete Section 2 of this form and the appraiser must then consider the responses positively before the rest of the form and the plan for the following year is agreed.

To help with this the following guidance is offered for both the appraisee and the appraiser which may be issued after amending it, if appropriate, to either party in the process.

2. **Appraisal Review Form Section 2 – Self Assessment (To be completed by the appraisee)**

The following guidance relates to and should be cross-referenced (see question numbering below) to the relevant questions in the Appraisal Review Form.

2.1 Job Role and Performance

(a) Looking Back and thinking about the last twelve months:

- i. Are you clear about the Council's aims and objectives and your role in their achievement?
(Be honest about your understanding of the Council's aims, objectives and goals and whether you see clearly how your role fits in to their successful achievement.)
- ii. Do you understand all the responsibilities and requirements of your job as set out in the attached job description?
(Check with your current job description and list anything which is not clear.)
- iii. Are there any parts of your job description that you are not currently doing?
(Check with your current job description and list any key tasks and responsibilities which you have not done in the last year.)
- iv. Are there any tasks that you undertake but which are not in your current job description?
(Check with your current job description and list any key tasks and responsibilities which you undertake but which are not included.)
- v. What aspects of your work or objectives (referring to the previously agreed objectives for this year) have gone well this year and have been your major achievements?
- vi. *(These can be general or specific e.g. the tasks or projects of which you felt proud, any problems you overcame or particular increases in productivity. Give evidence of any situations in which you were pro-active e.g. where you were able to develop or suggest a change or improvement to a service or procedure/system.)*
- vii. Which aspects of your job or objectives have given you most difficulty and why?
(Describe the tasks or projects that, on reflection, you could have handled or done better or where productivity has slipped and the reasons you feel were responsible for this.)
- viii. How well are you working with others in the team and managing to prioritise your workload?
(List any inter-personal problems experienced in the workplace and how it has affected focusing on key activities.)
- ix. Have there been any obstacles outside your own control that have prevented you from performing effectively or achieving your agreed objectives?
(List the tasks or objectives you have not met and give an honest assessment of the reasons that prevented you doing so e.g. did you not have the right skills or knowledge? Did you not receive sufficient support or training? Was there not enough time or resources?)
- x. Have you had sufficient regular opportunities to discuss your work and progress with the Council?
(Give details of the level and effectiveness of the support and supervision given to you in the last year and the effectiveness or otherwise of the style and approach used.)

- xi. What training courses, conferences or other events have you attended in the past year which you found useful?
(List the training courses or other learning events you have attended or research you have done to give you additional knowledge or any other on the job training you received in the last year and why they were useful (or not) to you.)
 - xii. What have you done personally to improve your performance?
(Detail here the things you have personally done e.g. change in your attitude, approach or commitment, obtained more support, undertaken more responsibility, mentoring, coaching etc.)
 - xiii. What do you find most or least interesting in your job?
(List the things in your role that you enjoy and/or find most or least interesting.)
- (b) Looking Forward
- i. What do you consider to be your key strengths in your current role?
(Describe in terms of your skills e.g. interpersonal, technical, organisational problem-solving etc, experience e.g. tasks or events that have been useful to you in your post or from which you have learnt, personality/attitude e.g. how it influences your work, your commitment or motivation etc and leadership style – if appropriate.)
 - ii. Have you any skills, aptitudes or knowledge not fully utilised in your job? If so, what are they and how could they be used?
(List any skill, ability or attribute you have which is under-utilised in your present job.)
 - iii. What could be done to overcome or diminish any of the obstacles listed earlier?
(Describe how the Chairman and the Council has or has not helped you carry out your job successfully in the last year and how this could improve in the future. Comment on the regularity and usefulness (or otherwise) of meetings with the Chairman to discuss your progress and deal with any concerns you may have had.)
 - iv. Can you suggest any specific training or other guidance or support that would help your performance and/or personal development?
(Detail here the training or other learning events that you feel would bridge any gaps in your skills, knowledge and experience.)
 - v. Are there any areas of work or tasks where you would like to become involved?
(List any tasks or projects with which you feel you would like to be involved and why you feel this would help your development.)
 - vi. Are there any tasks you would like to drop or have less involvement?
(List any current tasks or projects which you feel you would like to drop and why you consider that this should be agreed.)
 - vii. What further resources would make achieving your aims and objectives easier?
(Detail here any additional resources that the Council should consider providing to help your job and you to achieve your objectives.)

2.2 Aims and Objectives

Using your job description and last year's performance plan what key objectives do you intend to achieve in the coming year?

(Having worked through your self appraisal, list here your personal objectives and the learning events you would like to take place over the next year - include your own self learning or personal action plan as well as those with which the Council could assist.)

(List the tasks and/or objectives you expect to increase or develop in the next year and those that may diminish in extent or importance. Include those where you personally may need to make improvement or change your attitude or approach.)

(Consider the tasks and/or objectives you expect to increase or develop in the next year and those that may diminish in extent or importance and include those where you personally may need to make improvement or change your attitude or approach.)

(Objectives should be clear and achievable but there are no set number of objectives however those set should cover key aspects of your job and be demanding enough to stretch the appraisee.)

2.3 Organisational Development

What improvements or change do you think would be of most benefit in the next year to:

- (a) the Council as a whole?
- (b) your area of responsibility?

(List here any practical actions or policies the Council could consider for the benefit of everyone or to improve your performance.)

2.4 Other Matters

What other matters do you feel could be usefully discussed at your appraisal meeting?

(Add here anything else you want to say about the job, the Council or the people you work with.)

3. **Appraisal Review Form Section 3 – Outcomes and Development Plan (to be completed by the appraiser and agreed with the appraisee)**

This Section allows for the appraiser to consider and comment on what the appraisee has included above and/or at the appraisal meeting.

(The appraiser should concentrate on where the Employee would benefit from challenge or needs support and the agreed objectives and training and development needs should be included in the plan for the next review year.)

3.1 Comment on the employee's main achievements and anything else that was done particularly well.

(Comment on the appraisee's response and ensure that all praiseworthy tasks or achievements are included.)

3.2 Comment on work which has not gone well for employee or objectives that have not been met.

(Comment on the appraisee's response and ensure that you agree why this has happened.)

3.3 List any tasks that should no longer be in the job description or which should now be included.

(Comment on the appraisee's response and agree any changes ensuring that they changes are practical and link appropriately to the Councils' aims and objectives.)

3.4 Outline your overall assessment of the employee's performance during the last twelve months including any particular strengths, weaknesses or constraints to their work and the achievement of agreed objectives.

(Comment on the appraisee's response as well as ensuring that you include any gaps or obstacles that currently limit the appraisee and any action that is agreed to be taken to improve matters.)

3.5 Outline any agreed gaps in skills, knowledge and/or experience that need to be bridged.

(Comment on the appraisee's response and agree the ways in which you or the Council can help bridge the identified gaps and address any ongoing concerns.)

3.6 Schedule training and development will be provided in the coming year.

(Comment on the appraisee's response and add any events that the person may have missed or may not consider to be a learning experience.)

3.7 Outline agreed aims and objectives for the next twelve months.

(Objectives should be clear and achievable but there are no set number of objectives. However those set should cover key aspects of the appraisee's job and be demanding enough to stretch the appraisee.)

(Ensure that you include what you feel the employee's key personal and work objectives should be and the way the Council can assist in their achievement.)

4. **Acceptance**

This section provides space for the appraisee to comment on the completed form and the appraisal process in general.

(Comment on how you feel the appraisal process and your appraisal meeting went and particularly include any benefits you believe will result or alternatively any changes that could be considered to improve the process.)