

# THORNBURY TOWN COUNCIL



## Staff Appraisal Scheme

Date Ratified: 29 September 2022

Meeting: Finance and General Purpose Committee

Next review date: September 2025

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## **1. AIMS OF THE APPRAISAL SCHEME**

The Council's Appraisal Scheme is designed to promote both the development needs of the Council and its employees, in the context of reviewing past priorities and achievements. In addition, it allows employees to consider obstacles to success and helps them to find ways of removing them.

All performance and development appraisal procedures must ensure that the Council's vision, values and objectives are translated into personal, and, where relevant, team objectives to ensure that employees at all levels of the Council can see and understand that the objectives they are set contribute to the Council's success as a whole.

Appraisers must ensure that all appraisal processes are fair and equitable for all appraisees and that they are applied in line with the Council's Equality and Diversity Policy. Formal disciplinary and grievance issues are not to be part of any performance and development appraisal procedure and will be dealt with separately under the relevant policies. It is important that any issue concerning poor performance is recorded in the appraisal meeting documentation in order that any separate, formal monitoring of performance is not undermined by contradictory messages being given to the employee.

The Appraisal Scheme links to the Pay, Recognition and Rewards Policy by assessing an employee's contributions to the Councils' day-to-day activities.

The Appraisal Scheme seeks to ensure that all employees:

- Have an annual face to face performance and development appraisal meeting which is reviewed a minimum of every six months
- Receive regular meetings with their line manager to discuss their performance during the year and discuss work activity, learning and development
- Know what is expected of them in terms of the standard of their performance from the beginning of their employment
- Are set appropriate and SMART objectives with their appraiser to achieve over the following year
- Are made aware of any areas in their work which are not to the required standard
- Receive recognition for their achievements
- Receive feedback on a regular basis which aims to improve and develop their performance
- Identify their learning and development needs and aspirations

## **2. NEW STARTERS**

All new employees will be set objectives in an initial performance and development plan within one month of starting. These objectives will be monitored during the probationary period through the Probation Procedure.

## **3. TEMPORARY AND FIXED TERM CONTRACTS**

All employees on temporary and fixed term contracts will be set objectives and a development plan which will be reviewed through performance and development appraisal meetings and which will be appropriate to the length of their employment.

#### **4. LONG TERM ABSENCES INCLUDING MATERNITY/ADOPTION LEAVE**

If employees are absent during an appraisal year, objectives and timescales should be reviewed to accommodate the absence where possible. Absences due to a disability, long term illness, or maternity/adoption should not affect the overall outcome of the appraisal.

Long term planned absences will be factored into the objective setting timescales and, where appropriate, a performance and development appraisal will be held before the absence starts.

#### **5. MITIGATING CIRCUMSTANCES**

There may be occasions where an employee is unable to achieve objectives due to unexpected issues or circumstances outside of their control. Where this is the case, the employee should highlight this with the appraiser as soon as possible. Managers should take this into account and make appropriate allowances, which may involve modify objectives, extending timescales, or disregarding objectives.

#### **6. ARRANGEMENTS**

The form at Appendix 1 will be used as the basis for all appraisals. Appraisals will take place annually in March, or April at the latest, to align with the provisions of the Pay, Recognition and Awards Policy. The appraisal will review the achievements of the past year and set objectives for the following year

Appraisal and supervision meetings are a two-way communication process, the detail of which will remain confidential between line management and appraisee.

The Town Clerk's Appraisal will be carried out by a nominated member of the Staffing Committee, who will usually be the Chairman of the Staffing Committee. The outcome of the Town Clerk's appraisal will be shared with the Staffing Committee once completed, but not the final appraisal form, or any detail of the appraisal content. For other members of staff, the appraisal will be carried out by the line manager.

At least 14 days in advance of the appraisal meeting, the member of staff will be given the appraisal form. They will be asked to complete their sections in advance of the appraisal meeting, and to share this with the appraiser at least 7 days before the appraisal.

#### **7. PREPARATION FOR THE APPRAISAL (for the member of staff)**

When completing the form, you should consider following factors:

- Knowledge of duties
- Quality of work
- Relationships with others
- Communication skills
- Manual/numeric/operational skills
- Supervision/oversight of staff (if applicable)
- IT skills
- Managing resources

Make a note of any difficulties you have experienced or concerns you have, so that a constructive way to overcome them can be considered.

Consider any comments, questions or suggestions you may wish to make and be prepared to discuss these with your manager at the appraisal meeting.

## **8. THE APPRAISAL INTERVIEW**

The appraisal interview is a review of the past year, including an overall assessment of whether the previous year's objectives, and the requirements of the job description have been met.

It is an opportunity to review the challenges of the year, to reflect on what has gone particularly well and to celebrate success.

There may be discussions around the way in which tasks carried out can be improved and training needs may be identified.

Key objectives will be set for the forthcoming year.

## **9. OBJECTIVE SETTING**

Members of staff should normally be set between 3 and 5 annual objectives.

Individual performance objectives should:

- relate to the overall objectives of the service area
- be in line with the responsibility level and scope of work outlined in the appraisee's current, up-to-date job description
- be assessed by objective evidence

All appraisers will ensure consistency of objectives set across their team.

Significant changes to objectives should be discussed with the individual employee and confirmed as and when they arise.

Objectives need to be **SMART**:

- **Specific**
- **Measurable**
- **Achievable**
- **Relevant/Realistic**
- **Time related**

## **10. RECORDING**

A record of all performance and development appraisal meetings will be kept. They can be typed into the appraisal form or written on a printed copy.

The member of staff will be given one week to review, sign and return the completed appraisal form, or to raise any issues in this time.

A copy of all appraisals will be kept on personnel files and will remain confidential.

## **11. REVIEW**

Both the appraiser and appraisee share the responsibility for monitoring progress on the agreed objectives.

In addition to regular routine meetings with your line manager, there should be a review of the appraisal after six months. Any concerns or issues should be highlighted by either party at this meeting and not saved up to the end of year appraisal.

## **12. APPEALS**

If an agreement cannot be reached between the appraiser and the appraisee, the matter will be referred to the Town Clerk, who will agree the outcome of the appraisal.

Where an appraisal disagreement relates to the Town Clerk's, or a direct report of the Town Clerk, two members of the Staffing Committee will be nominated to consider the dispute and will agree the outcome of the appraisal. One of these members will be nominated by the Staffing Committee and one by the appraisee. They shall take representations from the original appraiser and appraisee in reaching their decision.

Due to the confidential nature of appraisals, only the items of disagreement will be considered in detail by the Staffing Committee.

**APPENDIX 1: Staff Appraisal Form**

**THORNBURY TOWN COUNCIL**



**Staff Appraisal Form**

**Appraisee:** \_\_\_\_\_

**Job Title:** \_\_\_\_\_

**Appraiser:** \_\_\_\_\_

**Date of Review:** \_\_\_\_\_

**1. How have you met your Objectives for the past year?**

Objective	Staff Comment	Manager's Comment	Outcome <i>(Achieved/Partially achieved/Not achieved)</i>

**2. What has gone well this year?**

Staff Comment	Manager's Comment

**3. Are there any areas that need improvement?**

Staff Comment	Manager's Comment

**4. Have you experienced any barriers/obstacles which have impacted on your ability to perform your role?**

Staff Comment	Manager's Comment

5. What support or training do you feel would improve your performance further in the next year?

Staff Comment	Manager's Comment

6. Are there any matters you wish to bring to the Town Councils attention?

Staff Comment	Manager's Comment

**7. Agreed objectives for the next year**

Objective	Proposed Actions	Manager's Comment

**8. Any other comments**

<b>Staff Member</b>
<b>Manager</b>

**9. Appraisal outcome**

<i>Tick as appropriate</i>	<b>Have not been met</b>	<b>Have been met</b>	<b>Have been exceeded</b>
<b>The requirements of the job:</b>			

I agree and accept the comments in this Review.

Staff Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Managers Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**10. 6 MONTH REVIEW NOTES**

**DATE:** \_\_\_\_\_

<b>Staff Member</b>
<b>Manager</b>