

**POLICY AND PROCEDURE: STAFF APPRAISALS**

**PURPOSE:** To set out the policy and procedure for the systematic and regular review of employee progress and performance through management appraisal.

**SCOPE:** All staff employed by Melbourn Parish Council. This policy and procedure does not apply to service providers or contractors.

**POLICY:****1. Principles:**

1.1 This document is based on templates available from ACAS, reference numbers B – 04 and B – 06.

1.2 An appraisal is a structured conversation between the employee and his or her manager, that takes place either as a check on progress following first employment, or as routine and regular monitoring of an employees' work and work context during employment. Appraisals will be recorded in writing, agreed by both parties, and become part of the employee's personal record.

1.3 Appraisals have two main objectives:

- (a) For the appraising employer to objectively assess the contribution made by the appraisee and to identify any necessary support required (e.g. training) should problems or obstacles to performance be identified.
- (b) To provide the employee (appraisee) with a non-threatening and supportive environment in which to voice and discuss achievements, together with concerns, difficulties or other factors that can help him or her carry out the role more effectively.

1.4 Employees due for appraisal must be given a proper opportunity to prepare for the interview and participate in agreeing a time and date that are suitable.

1.5 It is important that all employees are familiarised with the purpose of appraisals and understand these are intended as a constructive process where the best interests of both employer and employee are upheld.

1.6 If, after the appraisal, a need for resources such as training or special equipment is identified, it is the responsibility of the employer to provide these in a timely fashion.

1.7 If, after the appraisal, there is a need for changes to employee behaviour, such changes will be clearly defined by the employer. It is then the responsibility of the employee to make the necessary changes.

1.8 Appraisal outcomes will be formally assessed in terms of overall employee performance as either (a) *Standard Performance* or (b) *Less than Standard Performance with development needs*.

1.9 It is the expectation that, if necessary following on or off the job training, all employees will reach Standard Performance.

1.10 An employee may in rare circumstances not respond to normal training and development measures, and remain at a less than Standard Performance. As a last resort the Employee Capability Policy and Procedure (5.06) will be instigated in an attempt to resolve the difficulties.

## **2 Procedure:**

### **❖ For New Employees**

2.1 On employment with the Parish Council the new employee contract will clearly state that a performance review and appraisal will be carried out on or before the first six months service point. Some specific goals or targets might be set on employment that will also be reviewed at the initial appraisal, although the setting of goals is dependent on circumstances and the role to be filled. The first six months therefore operates as an employment probationary period.

Appraisals will be carried out according to the policy guidelines as set out in Section 1 above.

2.2 Subject to a satisfactory initial appraisal review (Standard Performance) the employee contract status will be confirmed as permanent.

2.3 If the review shows a less than Standard Performance the appraising manager will decide if employment should continue. Agreed steps can be taken to develop the employee so that Standard Performance is reached. In these circumstances the probation period can be extended. Alternatively, a decision could follow that the employment is terminated at the six-month point.

### ❖ For Permanent Employees

2.4 Permanent employees will receive an appraisal opportunity at least annually, coupled with the objective of a supplementary general progress review at each mid-year point.

The annual appraisal will be carried out according to the policy guidelines as set out in Section 1 above.

### ❖ The Appraisal Process

2.5 A mutually agreeable date for appraisal must be set between the appraising manager and the employee. Normally at least two weeks notice should be given to the employee in order that time is allowed for thought and preparation; thoughtful pre-planning will improve the quality of any discussions.

2.6 The manager should offer the employee the Self Appraisal Form (A) (see appendix) for use as a framework for preparing for the Appraisal. Form (A) invites the employee to check that basic employment documentation is satisfactory and up to date, and provides a framework that can be used for discussion of achievements and issues. It is not mandatory that Form (A) is completed, but it is available and should be considered.

2.7 If completed, it is recommended that a copy of Form (A) is given to the appraising manager prior to the Appraisal so that any preparation or helpful research can be carried out in advance (e.g. possible need for training courses or equipment purchase). However, this option is the choice of the appraisee. If a copy of the completed Form (A) is provided to the manager it will be treated in complete confidence.

2.8 The Appraisal session is normally conducted as a one-to-one confidential conversation between the manager and the appraisee. With the consent of the employee a member of the Parish Council HR Panel can also be present in support of both manager and employee.

2.9 At the Appraisal the appraising manager will review with the employee all the important aspects of the job and how it is performed. This will include both planned and unplanned goals and achievements, together with requirements such as training and any operating constraints.

2.10 Employee Appraisal Record Form (B) (see appendix) will be used to record the outcome of the discussions.

2.11 New goals will normally be discussed and agreed, with timescales for completion for monitoring at future Appraisal meetings. For certain job types goal setting may not be appropriate.

2.12 After the completion of the Appraisal session the manager will complete a fair copy of Form (B) and discuss and agree the findings with the HR Panel, together with the Assessment Level and Performance recommendation.

2.13 After agreement of the draft Appraisal Record Form (B) with the HR Panel the Draft Form (B) will be given to the employee for comment and agreement. Any corrections of fact will be made to the form and, when both parties agree the content, they will sign and date two copies as approved.

2.14 One copy of the form will be placed in the employee's personal file and a second copy given to the employee for reference.

2.15 Employee Appraisal Record Form (B) when completed is a confidential document and is only shared with members of the HR Panel for information. Other Parish Councillors are not permitted to see the information.

2.16 Appraisal outcomes are not linked to pay and pay scales. However, if as a result of the Appraisal process persistent difficulties arise with performance or employee capability, further action may be taken through the Employee Capability Policy and Procedure (5.06).

Document Approval:



**(Chair to Melbourn Parish Council)**

Date of Parish Council meeting: 22 February 2021

*Review Policy: Every 12 months*

## Appendix

### Melbourn Parish Council

#### Self appraisal Form (A)

Name .....

Job Title .....

Date of appraisal \_\_/\_\_/\_\_\_\_

#### Purpose of the Appraisal Meeting

To enable you to discuss, with your manager, your job performance and your future. The discussion should aim at a clearer understanding of:

- (a) The main scope and purpose of your job
- (b) Agreement on your objectives and tasks
- (c) Standards or targets for measuring your performance
- (d) Your training needs and future prospects

You can prepare for the meeting and discussion by completing this form.

You may show this form to your manager. This will give him or her time to consider your problems and suggestions. If you do so, it will not be copied or filed without your permission.

If you prefer, you can use this form for your own guidance only, and not show it to anyone.

You will be given the opportunity to read the appraisal form prepared by your manager; you will be able to add your comments, and sign the appraisal form.

Bring to the appraisal meeting:

- your current job description
- your current action plan (unless this is your first appraisal or have no pre-agreed action plans)

## Self appraisal

Name .....

1. Circle appropriate answers, and comment below

(a) Do you have an up-to-date job description?  Yes  No

(b) Do you have an up-to-date action plan?  Yes  No

(c) Do you understand all the requirements of your job?  
 Yes  No

(d) Do you have regular opportunities to discuss your work, and action plans?  
 Yes  No

(e) Have you carried out the improvements agreed with your manager that were made at the last appropriate meeting?  
 Yes  No

Note: If this is your first appraisal please ignore question 1(e)

2. What have you accomplished, over and above the minimum requirements of your job description, in the period under review (consider the early part of the period as well as more recent events)? Have you made any innovations?

3. List any difficulties you have in carrying out your work. Were there any obstacles outside your own control that prevented you from performing effectively?

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4. What parts of your job, do you:

(a) do best?

.....

(b) do less well?

(c) have difficulty with?

.....

(d) fail to enjoy?

5. Have you any skills, aptitudes, or knowledge not fully utilised in your job? If so, what are they and how could they be used?

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6. Can you suggest training that would help to improve your performance or development?

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7. Additional remarks, notes, questions, or suggestions

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## Melbourn Parish Council

### Employee Appraisal Record Form (B)

Employee's name:	
Job title:	
Date of engagement:	
Manager:	
Date of meeting:	
<p><b>Current performance</b></p> <p><b>Assessment and record of any specific objective set or significant tasks undertaken since the last Appraisal</b></p> <p>This section should be used to record discussion on the key areas of the job, and include a summary of achievements.</p>	
<p><b>Objective/Competence/Task 1:</b></p>          	
<p><b>Objective/Competence/Task 2:</b></p>          	

**Objective/Competence/Task 3:**

**Development Summary and identified training needs**

This section should be used to record any areas of the employee's work where further training and support is required, and any areas where performance is particularly strong and should be developed further.

These activities are not restricted to training courses, and may include attachments, projects, coaching, planned experience or any other suitable activity that will enhance the skills, knowledge and behaviour required in the employee's work or to develop him/her further.

**Other areas of discussion**

This section should record any other points raised at the appraisal meeting.

<p><b>Assessment Level</b></p> <p>This is based on general performance over the year and an assessment of any other objectives achieved.</p>	
<p><b>Standard performance</b></p> <p>(Expectations met and competencies fully demonstrated at required levels) Note: Further training may still be worthwhile.</p>	
<p><b>Less than standard performance with development needs</b></p> <p><i>(Some expectations met but development required to fully meet all objectives)</i></p>	
Employee's signature:	
Appraiser's signature:	
Date:	
<p>One copy of this completed form will be kept by the appraisee and one in the employee's personnel file. <b>Document Version 2</b></p>	