



# PENRYN Town Council

## Appraisal System Policy

### 1.0 Background and Context

- 1.1 This Policy follows recommendations contained in the Staffing and Organisation Review report prepared by Chris Rolley Associates, May 2016.

### 2.0 Policy Aim

- 2.1 To reinforce Penryn Town Council's commitment to the achievement of business objectives and the development of its employees, everyone will have an annual performance and development planning review meeting (the annual review) with their designated line manager.

### 3.0 Purpose of the Appraisal System

- 3.1 The purpose of the annual appraisal meeting is to allow each employee to have a private and confidential meeting with their line manager to:
- confirm that their job description is up to date;
  - review the achievement of the previous year's work objectives and set clear work objectives so that they know what they have to do and how to do it in the coming year;
  - review the achievement of the previous year's training and development objectives and identify any training or development objectives that will enable them to fulfil their role and achieve their objectives in the coming year;
  - identify strengths and areas for development;
  - formalise continuous discussions about performance that they will have had with their line manager throughout the year; and
  - provide constructive feedback to their line manager on their management style or ideas to improve the business.
- 3.2 It is important that the appraisal process is fair and line managers must take special care to ensure that all assessments are objective and free from discrimination and bias. If an employee feels that the process has not been fair they should try to resolve this with their line manager in the first instance so that, if possible, the matter can be resolved quickly and at source. If this is not successful, employees have recourse to the Penryn Town Council Grievance Procedure.

## **4.0 The Role of the Appraisee**

4.1 Preparation is important and Sections 1 and 2 of the appraisal form must be completed (self-assessment) by the appraisee in advance of the meeting, referring back to the previous year's appraisal document. They should also make suggestions in Sections 3 and 4 as to their own thoughts with regard to future objective setting and ongoing training and development needs, all of which will help to inform the appraisal meeting. Time will be allowed during working hours for this to be completed. Line managers will send the form out not less than ten working days before the appraisal meeting and appraisees must return it to their line manager, duly completed, not less than five working days before the meeting and retain a copy for themselves, which they should bring to the meeting with them. A copy of the form is attached.

## **5.0 The Role of the Manager (Appraiser) before the Appraisal Meeting**

5.1. The appraisee is to be advised of the date and time of the review meeting so that there is plenty of time for preparation not less than 15 working days in advance. The appraisee must be forwarded a copy of the appraisal form not less than 10 working days before the date of the review meeting and be asked to return it, duly completed, to their Manager not later than five working days before the meeting.

5.2. The Manager should prepare for the review meeting as follows:

- a) Job Role – any changes to the job role since the last meeting should be listed and a decision taken as to whether the Job Description needs updating or the Job Role evaluating.
- b) Review of Past Performance – consider each of the objectives before reaching an assessment of the individual's performance for the previous period. What rating has the person achieved and why? What evidence is there to support the assessment?
  - Objective Not Met – consider why the objective has not been met. Was it, for example, a lack of resources, a delay from a partner organisation, a time management issue, a lack of training or for some other reason?
  - Objective Met – objective achieved as planned to a satisfactory level. Consider the evidence for the achievement and note how well this was done.
  - Objective Partially Met – again consider why this was the case. Was it a result of inadequate resources, a misunderstanding of the brief, a change in circumstances, or some other reason?

## **6.0 The Appraisal Meeting**

6.1. The meeting is a dialogue between the Manager and the individual being appraised. The latter is responsible during the meeting for

- a) Sharing views and opinions and contributing to the discussion;
- b) listening to feedback;
- c) seeking any clarification on areas that require it; and

- d) as feedback is a two way process, providing constructive feedback on how the business of the Town Council could be improved and any feedback to their Manager on what works well with their management style and what could be improved.

## 7.0 The Role of the Manager during the Review Meeting.

7.1 The notes made during preparation for this meeting form, together with the appraisee's self-assessment, the basis of the appraisal meeting. It is the role of the Manager during the meeting to:

- a) ensure that each section of the appraisal form is discussed and notes taken;
- b) provide an environment whereby the appraisee has the opportunity to express views and opinions throughout the meeting. These views may include feedback on management style;
- c) be open to constructive feedback from the appraisee and be prepared to recognise or resolve any issues, and
- d) provide constructive feedback supported by examples so that the appraisee is aware of their strengths and areas for development.

## 8.0 After the Meeting.

8.1 The Manager will type up a clean copy of the appraisal form based upon the content of the meeting, objectives and performance agreed, sign it, date it and then pass it to the appraisee to check that it is an accurate reflection of the review process before they sign and date it. Managers must then send the completed form to the Town Clerk for consideration and counter signature. Once signed by the Town Clerk a paper copy will be placed on the relevant personal file and a copy returned to the appraisee for their personal retention.

8.2 Where there is disagreement between the Manager and the individual being appraised the Manager should try to resolve this in the first instance. Should this prove impossible then the matter should be referred to the Town Clerk.

## 9.0 Review of Personal Competence – Guidance for Conducting the appraisal Review

9.1 Objectives describe what people do; competences describe how people do things. Competences provide the Town Council with a common language to discuss expectations about skills and behaviours, about performance and to identify strengths and areas for development.

9.2 When considering achievement against objectives, also consider how the individual achieved the objective and whether that behaviour/skill was effective and appropriate. Support the personal competence rating being given with examples and where development is required identify what is needed in the Training and Development Planning Section of the form (Part 4).

10.0 Future Performance – Guidance on Objectives setting.

10.1 Individual objectives should directly relate to the Town Council’s Forward Plan and/or approved Council policy areas, i.e. as set out in approved Service Plans, or within the formal requirements of the job as specified within the approved Job Description. They should be SMART:

- S** - Specific (clear)
- M** - Measurable (quality, cost)
- A** - Achievable (do-able but challenging)
- R** - Relevant (to the achievement of the Business Plan)
- T** - Time Related (when should this be achieved by)

10.2 By way of examples, and these are illustrative only, these might for example include:

- Investigate sources of external funding to facilitate a programme of community events and produce a detailed information report for September’s Council meeting;
- To prepare an evidence-based options report showing how Halls usage and income can be increased by at least 10% annually over each of the next three years; and
- Explore how to enhance maintenance standards at the Council’s public open spaces and prepare a short report on the different options and their costs by July for consideration by the appropriate committee. Implement the agreed solution in accordance with policy, meeting all Health and Safety requirements by no later than October.

11.0. Training and Development Planning

11.1 During each appraisal meeting the Appraiser should consider the achievement of development objectives since the last review and comment on the usefulness of them to the individual and their performance in the job. They should also identify any development objectives and how these will be achieved e.g. colleague coaching, visit to a partner organisation, volunteering or a course for example.

12.0 The Role of the Town Clerk

12.1. Prior to the annual review and objective setting the Town Clerk will advise those Managers responsible for undertaking Appraisals of the Council’s Forward Plan and other policy documents which should help to inform the Objectives setting process for the coming year and any feedback from the Council or herself on the achievement of objectives for the previous year to assist Managers with the process.

12.2. Once the forms have been completed following the reviews the Town Clerk will satisfy herself that the appraisal process has been applied fairly and consistently across the Town Council. Any outstanding disagreements not resolved by the line manager will be considered by the Town Clerk.

- 12.3 Once signed by the Town Clerk a copy of the form will be held on the employee's personal file and the Training and Development information will help to inform the forward staff Training Plan programme.
- 12.4 Following assessment of all of the appraisal documents the Town Clerk will present to the next meeting of the relevant committee (in confidential session) confirming this, advising of any issues that Members would expect to be apprised of, and where any completed staff appraisal form identifies that a Job Description needs changing or job needs evaluating the Town Clerk will report on this also to the committee with a detailed report and recommendations.
- 13.0 The Role of the Town Mayor (or such other nominated member).
- 13.1 The Town Mayor, or some other member formally delegated the task, is responsible for conducting the appraisal of the Town Clerk. All relevant references to the Manager, appraiser or Town Clerk in this document as they pertain to the Town Clerk's appraisal or her own conduct of the Management Team's appraisals do, in such regards, refer to the Town Mayor or such other nominated member. In case of any disagreement regarding final sign-off of the Town Clerk's appraisal, the matter would be considered by the Chairman of the committee with lead responsibility for staffing matters.

PERFORMANCE APPRAISAL FORM - DRAFT PROPOSED FOR PENRYN TOWN COUNCIL

**Appraisee:** .....

**Appraiser:** .....

**Job Title:** .....

**Job Title:** .....

**Work Base/Site:** .....

**Date of Meeting:** .....

**Section 1:** Review of last year's performance - Objectives and targets

Record objectives/targets from previous year in this section. (See Section 3 from previous appraisal record.) Have these been met? Evidence results achieved and identify factors which have affected performance.

Objectives/targets from last appraisal	Objective met Yes/No/Partially	Supporting evidence - please note any other factors affecting performance (positive or negative)

**Section 2:** Review of last year's performance – Competency and Skill Development

Record targets for competency/skill development from previous year in this section. (See Section 4 from previous appraisal record.) Have these been met? Evidence results achieved and identify factors which have affected performance.

Competencies/Skills identified for development	Competency level required	Previous Competency level	Current competency level	Supporting evidence – note other factors affecting performance (positive or negative)

**Section 3:** Setting objectives and targets for the coming year

New targets/objectives (An appropriate and manageable number)	How are these linked to your personal/team/Directorate/Council targets/objectives/service improvements?	How will success be measured? e.g. Performance Indicators Supporting Evidence	Completion date

**Section 4:** Identifying competencies/skills for development in the coming year

**INDIVIDUAL DEVELOPMENT PLAN**

Competencies/skills identified for development	Competency level required	Current competency level	How will competencies be developed? (e.g. coaching, specific task, training course, shadowing a colleague)	How will success be measured? i.e. what types of supporting evidence will be gathered	Completion date

**Section 5**  
**ADDITIONAL COMMENTS**

Appraisee's comments:

Appraiser's comments:

I agree that this is a true record of the appraisal.

Appraisee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Appraiser's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

\* Signature of Appraiser's Manager \_\_\_\_\_ Date: \_\_\_\_\_

Date of appraisal review meeting:

\_\_\_\_\_

The Performance Appraisal Form should be shared with the "grandparent" manager, i.e. the appraiser's manager, at their request for management and quality monitoring purposes.