



CRESSWELL PARISH COUNCIL STAFF APPRAISAL POLICY

- 1. Cresswell Parish Council is committed to enhancing individual performance and potential and will provide the necessary feedback, support, and arrange training to ensure that high standards of performance are maintained throughout the year. Appraisal meetings are an opportunity for people to seek and receive high quality, responsive and balanced feedback on their work performance. It is also an opportunity to identify and plan for future individual learning and development needs.**
- 2. The key to staff appraisal meetings is that there should be no surprises. This is because staff appraisals must be part of an ongoing process in which both the Council and the Clerk have a shared responsibility.**
- 3. An appraisal is a formal event happening each year, but there should be several regular, informal conversations in the interim.**
- 4. Where it is known that an employee is due to commence a long period of absence, e.g. sickness, maternity leave, this will be factored into the objective timescales and where/if appropriate, an appraisal will be held before the absence starts. Where a member of staff misses a scheduled appraisal meeting due to sickness absence, these will be rearranged to take place following their return at the earliest convenience for all.**
- 5. The Clerk's appraisal will be held between the Clerk, and up to two other Councillors excluding the Chair. The lead appraiser is responsible for scheduling a mutually agreed appraisal interview date and time.**
- 6. Where an appraisal must be conducted remotely appraisals will be carried out using appropriate technology. Where, more usually, face to face meetings take place they will be in a venue agreed by all parties. Employees should be given a minimum of 4 weeks notice of appraisal interviews.**
- 7. A Self-assessment form is completed by an employee before their interview and this can help them detail what they think have been their strong and weak points; what they see as barriers to effective performance; their plans for the coming year and their development and training needs.**
- 8. Preparation for the appraiser should include ensuring that they are clear about what is included in the Clerk's job description and any previous appraisals completed. They should also be aware of any training the staff member has completed since the last appraisal, and any grievances or disciplinary action taken. They may also find the self-assessment appraisal form a useful checklist when making their own preparations. They should also invite comment and feedback from all Councillors.**
- 9. Preparation for the appraisee will include completing the**

- self-assessment form, preparing relevant information or gather supporting evidence, prior to the meeting, to illustrate how objectives have been met. The appraisee should also consider their overall performance, challenges, areas for improvement, objectives for the coming year as well as short and long-term personal goals.
10. Key points of the appraisal should include:
 - Review: previous objectives (if applicable) and discussions relating to the individual's actual performance.
 - Explore: what factors affected individual performance examining both internal and external constraints and issues.
 - Agree: future SMART (Specific, Measurable, Achievable, Realistic and Time-bound) performance objectives and identify any support and development plans.
 - Plan: identify training and development needs and plan for implementation including costs and timescales.
 11. The appraiser should initially ask the staff member to go through the self-assessment form to:
 - Encourage the employee to discuss his or her strengths.
 - Discuss, where appropriate, how far agreed objectives have been met.
 12. Ongoing the appraiser and the staff member should:
 - Agree future objectives
 - Discuss any development needs appropriate to the existing job or the individual's future in the organisation, for example training.
 - Summarise the plans that are agreed.
 13. After the interview, the appraiser should write up a summary of the main points from the meeting and any objectives agreed using an Appraisal Form. This should then be forwarded to the employee, for checking and comments, and be signed by both the employee and appraiser with a copy to be retained by the employee and a second signed copy stored in the employee's personnel file.
 14. Employees may use the Grievance Procedure in the event of problems over the accuracy or the fairness of the appraisal record or meeting, in which case the manager hearing any grievance will need to have sight of the appraisal.

15. SELF-ASSESSMENT FORM (Appendix 1)

Name _____

Job Title _____

Date of appraisal _____

The purpose of the Appraisal Meeting is to enable you to discuss with representatives from the Parish Council your job performance, your future work-related objectives, and any training needs

The discussion should aim at a clearer understanding of:

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

16. Self-Appraisal (Appendix 2)

Tick appropriate answers, and make any comments below

- (a) Do you have an up-to-date job description? Yes No
- (b) Do you understand all the requirements of your job? Yes No
- (c) Do you have regular opportunities to discuss your work? Yes No
- (d) Have you carried out the improvements agreed with your manager which were made at the last appropriate meeting? Yes No If yes please document improvements. (Not appropriate for the first appraisal)

- What have you accomplished, in the period under review (consider the early part of the period as well as more recent events)?

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

What parts of your job, do you:

(a) do best?

(b) do less well?

(c) have difficulty with?

(d) fail to enjoy?

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

Can you suggest training which would help to improve your performance or development?

Please add any additional remarks, notes, questions, or suggestions.

Please return this form to us 7 days prior to your appraisal date.

17. CLERK'S REVIEW (Appendix 3)

Review timeline:

- **Initial onboarding**
- **3 months after starting - first review with Chair/Vice Chair outlining any issues or concerns**
- **6 months after starting - final sign off from probationary period**
- **Annually thereafter - yearly appraisal following policy.**

Regular check ins or contact to enable smooth running of the position - Clerk may choose between Chair or Vice Chair to facilitate these.

It is helpful if the Clerk/Councillors/Panel inform each other of items each wish to raise in advance of the review.

| Previous review date | Outstanding matters | Actions outstanding |
|-----------------------------|----------------------------|----------------------------|
| | | |

| Area of work | Comments e.g.: What has worked well What has worked not so well Training required Office equipment required | Actions to be taken by Clerk/Council |
|--|--|---|
| Administration of meetings | | |
| Accounts to Audit arrangements and progress | | |
| General administration and communication between meetings | | |

| | | |
|--|--|--|
| Home/Office issues and facilities including filing, computer, printer, telephone, fax | | |
| Job description review | | |
| Training and development | | |
| Salary and expenses arrangements | | |
| Other | | |

Signed

Signed

Clerk

Nominated Councillors

Date

Date

18. GUIDANCE NOTES TO COUNCIL POLICY

STAFF APPRAISALS

The key to staff appraisal meetings is that there should be no surprises. For instance, if an employee tells a manager that the six months since the last review have gone badly, it should not be the first they have heard of it and vice versa. This is because staff appraisals must not exist in isolation but should be part of an ongoing process in which both management and staff have a responsibility. An appraisal is a formal event happening each year, but there

should be several regular, informal conversations between manager(s) and employee in the interim.

Prior to the formal appraisal, preparation should be done by both parties. The manager should look at objectives set at any previous appraisals, while the employee should give due consideration to any points they want to bring up. It's important for the success of the process that appraisals are conducted with an eye on the bigger picture.

Be prepared

- Prepare by referring to a list of agreed objectives and notes on performance throughout the year.
- A successful meeting depends on creating an informal environment in which a full, frank but friendly exchange of views can take place. It is best to start with a fairly general discussion before getting into any detail.
- Work to a clear structure
- The meeting should be planned to cover all the points identified during preparation with time allowed for individuals to fully express their views.
- Use positive feedback
- Where possible, reviewers should begin with praise for some specific achievement, but this should be sincere and deserved. Praise helps people to relax – everyone needs encouragement and appreciation.
- Let the employee do the talking and actively listen to the answers. This helps them to feel that they are getting a fair hearing. Use open questions to encourage people to be expansive.
- Invite self-appraisal. See document above for reference. This is to see how things look from the employee's point of view and to provide a basis for discussion. Many people underestimate themselves.
- Performance, not personality
- Always refer to actual events, and results.
- Encourage analysis of performance from other councillors
- Analyse jointly and objectively why things went well or badly and what can be done to maintain a high standard in the future.
- Don't deliver unexpected criticisms

Feedback on performance should be immediate. The purpose of the formal review is to reflect briefly on experiences during the review period and to look ahead. Any specific complaints from employer/employee should be dealt with separately during the year by using the agreed grievance/complaints procedure. These are not matters to be dealt with within the context of the staff appraisal.

- Agree measurable objectives and a plan of action

The aim should be to end the review meeting on a positive note. No-one should see appraisals as a paper exercise. If staff can see that everyone takes the appraisal process seriously, then it will be a positive experience for all concerned. There should be an outcome from an appraisal; changes to the

employee's role that improves the situation both for them and the organisation. Point out what the individual has achieved. Employees should go away from the appraisal feeling good about themselves and their job and involved in their own development.

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|----------|----------------|-------------------|
| Version: | Date Reviewed: | Next Review Date: |
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