



# FOUR MARKS PARISH COUNCIL

## STAFF APPRAISAL SCHEME

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### **AIM**

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

### **OBJECTIVES**

- To enhance the quality of service delivery and overall development of the Council through encouraging each person to achieve the mutually agreed priorities;
- To identify and provide the support that enables everyone to achieve those priorities and at the same time gain satisfaction in the work.
- To encourage and improve communication between manager, staff, and Councillors by providing a formal annual opportunity for a confidential exchange of information about performance, progress, and priorities.
- To achieve a clear understanding of responsibilities and what is expected of the post holder and an action plan where appropriate.
- To create objectives and identify training and development needs to achieve those objectives.
- To highlight and identify problem areas and progress the means to eliminate these to improve performance.

The Scheme will not be used for disciplinary purposes.

### **APPRAISALS**

Appraisals will be conducted annually on a one-to-one basis and at least 7 days' notice will be given of the appraisal interview. The Appraisal form should be completed and returned to the Appraiser no less than 2 days before the Appraisal.

### **APPRAISAL PREPARATION FOR THE POST HOLDER**

- Review your current job description and objectives and comment on the achievements you feel you have made this year and the problems that have occurred.
- Note any significant departures from the job description as written and why this has occurred together with any impact that it has had on attainment of your priorities
- Indicate where you feel that there are opportunity areas for developing your job and role with an explanation of the benefits to the Council as well as likely costs.
- Where you identify either a resource, support or knowledge-base issue as producing reasons for not achieving your priorities, be open and honest, so the Council can best consider how to offer support, or restructure of the job.
- Note any difficulties you have experienced and look at constructive ways to overcome them.
- Consider the different performance elements or factors of your job that apply
  - Quantity and quality of work
  - Knowledge of the role
  - Communication; contact with public, colleagues and Councillors
  - Work planning/organisation
  - Problem solving and decision making
  - Objectives, past and future
  - Accomplishments
  - Cost consciousness
  - Strengths and weaknesses
  - Leadership/motivation
  - Development, goals and challenges

## **APPRAISAL PREPARATION FOR THE APPRAISER/LINE MANAGER**

- Consider carefully what has been written and be prepared to explore fully and issues that have been raised as well as those you wish to raise independently.
- Allow adequate time for discussion.
- Seek any constructive comments from other members of the Council to enable a rounded perspective in preparation for setting future objectives.

## **THE APPRAISAL**

### **Stage 1**

Review of past performance, previous objectives, issues encountered and any variation from and to the job description.

### **Stage 2**

Agree future tasks, objectives, and training/development opportunities.

## **BEST PRACTICE FOR APPRAISALS**

Be specific. Listening is important as talking. The appraiser and appraisee should aim to share the talking equally.

Be open and positive. The atmosphere should be of openness and trust. Any criticism given by the appraiser or appraisee should be constructive.

No surprises. It is not the appropriate time to introduce new information, particularly of a critical nature at an appraisal interview. Any performance issues should be raised with the employee at the time they occur and not held back to handle at the appraisal.

Confidentiality. Only the appraiser(s) and appraisee will see the appraisal record, one copy will be given to the appraisee, and one held in the confidential personnel file. The fact that the appraisal has taken place will be reported to council, together with any recommendation, but not the content of the appraisal.

## **PROCEDURE**

*If you are dissatisfied with the outcome of the appraisal interview you should discuss the matter with the Chairman, or if the Chairman is the appraiser, the chairman of the Staffing Committee to resolve.*

## APPRAISER GUIDE

### GETTING THE MOST FROM THE APPRAISAL INTERVIEW

The appraisal interview will cover a review of objectives and attainments, a discussion about skills and knowledge as applied in the workplace, feedback from others in the organisation or significant external contacts, feedback from the employee to their line manager/elected members, future challenges and development needs and will seek to set new objectives for the coming year. The GROW model is a useful approach to exploring aspirations and direction when Training and Development are discussed.

<b>G</b>	Goals	what do you want?
<b>R</b>	Reality	what is happening now?
<b>O</b>	Options	what could you do
<b>W</b>	Way forward	what will you do?

### SETTING OBJECTIVES

Objectives provide framework for the coming year's work. They should be agreed between appraiser and appraisee. The objectives need to reflect the employee's job description and the council's own objectives derived from its strategic and business plans. Such targets are sometimes referred to as Key Performance Indicators (KPIs). Often objectives will set a higher standard for performance than before, designate additional responsibility or assign new projects. It is usual to aim for around 6 to 8 main objectives, any more can be over-stretching. It is good practice to have one personal development objective within the set agreed to encourage CPD to occur.

Effective objectives should be **S.M.A.R.T.**:

1. **Specific:** The objective should refer to a particular task or piece of work or specific aspects of behaviour or performance.
2. **Measurable:** There should be measures (quantitative or qualitative) which are clearly agreed and understood; these will enable progress and achievement to be monitored and recognised.
3. **Agreed:** The objective should be agreed by the appraisee and appraiser.
4. **Realistic:** The objective should be designed to be challenging for the appraisee but should not be so demanding that there is high likelihood of failure.
5. **Timed:** All objectives should have a date by which they are to be achieved.

There are three steps in setting effective objectives

1. Select the part of the job to which the objective will relate.
2. Agree what is the result to be achieved within that area.
3. Settle how the result will be achieved and the steps that the appraisee will need to take: these are standards of performance.