

LANDFORD PARISH COUNCIL STANDARD OPERATING PROCEDURE

TITLE	Appraisal Procedure
NUMBER	HR 1
DATE EFFECTIVE	March 2019
DATE LAST REVISED	June 2024
DATE OF MEETING	10 th July 2024

1. INTRODUCTION

Landford Parish Council ("the Council") is committed to supporting its employees to reach their potential and achieve their personal goals which, in turn, will assist the organisation to achieve its objectives.

The performance appraisal procedure is a formal process centred on an annual meeting of the employee and their line manager to discuss his/her work. The process is based on that described in the National Association of Local Councils (NALC) guideline "Being a good employer - a guide for parish and town councils". The purpose of the meeting is to review the previous year's achievements and to set objectives for the following year. These should align individual employees' goals and objectives with organisational goals and objectives.

Performance reviews will cover all aspects identified in the job description, including the following:

- Quality of work (accuracy and attention to detail)
- Attendance and timekeeping
- Job knowledge
- Understanding of safety issues
- Planning and the effective use of time
- Problem solving and decision-making
- Flexibility, adaptability, initiative and innovation
- Communication and interpersonal skills
- Teamwork
- Discretion
- Achievement of personal objectives

2. CORE PRINCIPLES

The appraisal process aims to improve the effectiveness of the organisation by creating an environment where employees give and receive honest feedback, have clear direction and objectives and any development areas are identified.

- Appraisal is an ongoing process with an annual formal meeting to review progress;
- The appraisal discussion is a two-way communication to ensure that both the needs of the individual, and of the organisation are being met;
- The appraisal discussion will review the previous year's achievement, and will set an agreed personal development plan for the coming year;
- All employees are required to participate in the appraisal process;
- The appraisal process will be used to identify the individual's development needs;
- Councillors in the HR Group will receive guidance and specific training, if required, on how to conduct an appraisal.

3. PERFORMANCE APPRAISAL IMPLEMENTATION

Performance appraisal discussions will be held over a designated period on an annual basis and will be arranged by the HR Group. Appraiser(s) will provide the opportunity for an additional 6 month appraisal review and other informal reviews, as necessary, throughout the year.

The discussion will be held in private. Training needs identified during the appraisal will be shared with the Council, as appropriate, for action. The confidentiality of the appraisal will be respected.

All appraisal documents will be issued to both parties prior to the discussion, in order to allow time for both parties to prepare. These documents will provide a framework and focus for the discussion. A time and venue for the discussion will be agreed in advance of the meeting.

If there is a known area of concern which the appraiser/s will wish to discuss with the appraisee at the performance appraisal, the appraisee should be notified of the concern at least 1 week prior to the appraisal meeting.

4. APPRAISEE SELF ASSESSMENT

To enable the appraisee to discuss, with his/her appraiser(s), his/her job performance and future. The discussion should aim at a clearer understanding of:

- The main scope and purpose of the job;
- Agreements on the objectives and tasks;
- Standards or targets for measuring performance;
- Training.

The appraisee may prepare for the meeting and discussion by completing the “Self-Assessment Form” (Appendix 1). The appraisee may choose to show the completed form to the appraiser(s) as this will give them time to consider any problems and suggestions. If the appraisee does so, it will not be copied or filed without his/her permission. If preferred, the appraisee may use this form for his/her own guidance only, and not show it to anyone.

The appraisee is advised to take their current job description and personal objectives to the appraisal meeting.

5. THE APPRAISAL DISCUSSION

The appraisal discussion will allow an opportunity for both the appraisee and the appraiser(s) to comment on the previous year’s achievements. It will recognise achievement and encourage the appraisee in his/her role.

The appraiser(s) are accountable for giving the employee constructive, timely and honest appraisals of his/her performance, which should take into account both the goals of the organisation and of the individual.

The discussion should be a positive dialogue and will focus on assisting the appraisee to acquire the relevant knowledge, skills and competencies to perform his/her current role to the best of his/her abilities.

The appraisee will be given the opportunity to note any comments that he/she does not agree with. The “Appraisal Form” (Appendix 2) will be completed and signed by both parties.

The appraisee and appraiser(s) should agree on a personal development plan for the appraisee for the following year. This will reflect the appraisee’s aspirations and the organisation’s requirements, and should align personal and organisational goals. Any training needs, future training requirements, planned qualifications, development opportunities and career planning should be discussed in the light of the personal development plan.

5. TRAINING AND MONITORING

The HR Group is responsible for the appraisal process, and shall ensure that appraiser(s) and appraisee are adequately equipped to undertake the performance appraisal.

APPENDIX 1 - SELF ASSESSMENT FORM

EMPLOYEE'S NAME	
JOB TITLE	
DATE OF APPRAISAL	
TIME	
LOCATION	
APPRAISER(S)	

1. SELF APPRAISAL

1. Tick the appropriate answer and comment below

- a) Do you have an up-to-date job description? Yes No
- b) Do you have up-to-date objectives? Yes No
- c) Do you understand all the requirements of your job? Yes No
- d) Do you have regular opportunities to discuss your work? Yes No
- e) Have you carried out any agreed improvements? Yes No

2. What have you accomplished, over and above the minimum requirements of your job description, in the period under review?

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

4. What parts of your job, do you:

- a) do best?

b) do less well or have difficulty with?

c) fail to enjoy and why?

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?

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

7. Additional remarks, notes, questions, or suggestions

APPENDIX 2 - APPRAISAL FORM

EMPLOYEE'S NAME	
JOB TITLE	
DATE EMPLOYED	
APPRAISER(S)	
DATE OF REVIEW	

Current performance

This section should be used to record discussion on the key areas of the job, and include a summary of achievement against the objectives that have been previously agreed

OBJECTIVE 1:

OBJECTIVE 2:

OBJECTIVE 3:

OBJECTIVE 4:

OBJECTIVE 5:

OBJECTIVE 6:

Competency Assessment <i>This section should be used to record discussion of how the employee is performing against the key competencies required for the job</i>	
Quality of work (accuracy and attention to detail)	
Attendance & timekeeping	
Job knowledge	
Understanding of safety issues	
Planning and the effective use of time	
Problem solving and decision-making	
Flexibility, adaptability, initiative and innovation	
Communication and interpersonal skills	
Teamwork	
Discretion	

Personal development plan <i>This section should list specific requirements for any training or development. 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.</i>

<p>Other areas of discussion <i>This section should record any other points raised at the appraisal meeting.</i></p>	
<p>Assessment Level</p>	
<p>Outstanding performance <i>(Objectives exceeded and competencies more than fully demonstrated)</i></p>	
<p>Acceptable performance <i>(Objectives met and competencies fully demonstrated at required levels)</i></p>	
<p>Improvement Required <i>(Most objectives met but development required to fully meet all objectives)</i></p>	
<p>Unsatisfactory performance <i>(Performance unacceptable; objectives not met and competencies not demonstrated)</i></p>	
<p>Appraisee's comments</p>	
<p>Appraiser(s) comments</p>	
<p>Employee's signature:</p>	
<p>Appraiser(s) signature(s):</p>	
<p>Date:</p>	
<p>A copy of this completed form will be kept by the Chair, HR Group in the employee's personnel file and a copy will be provided to the appraisee.</p>	