

WATTON TOWN COUNCIL  
PERFORMANCE APPRAISAL POLICY

**Reviewed August 24<sup>th</sup> 2021**

**POLICY STATEMENT**

It is the policy of the Council that performance appraisal procedures covering all employees are delivered on an annual basis with a six monthly review. This is part of overall performance and development of the Council.

**POLICY**

Appraisal procedures must ensure that the Council's vision, values and objectives are translated into personal objectives so that employees can see and understand that the targets they are set contribute to the Council's success as a whole.

Appraisers must ensure that all appraisal processes are fair and equitable for all staff and that it is applied in line with the Council's Equality Policy.

**CORE PRINCIPLES**

This policy aims to create a performance management framework to ensure all employees:

- have an annual appraisal meeting.
- know what is expected of them in terms of the standard of their performance.
- know what is required of them in order to do their job effectively.
- receive recognition for their achievements.
- receive feedback on a regular basis which aims to improve and develop their performance.
- identify areas where improvement is needed.
- identify with their line manager their learning and development needs.
- plan their career development where possible.

**MINIMUM STANDARDS**

All employees will take part in a formal appraisal process and will:

- receive an annual meeting to discuss their performance during the previous year. Appraisals will be undertaken during September or October each year
- with a review in April or May the following year.
- be set appropriate objectives to achieve over the following year.
- assess performance against the Council's values.
- identify skills and knowledge development needs against the Council's core abilities
- receive a review at least six months after that meeting
- have regular update meetings with their line manager to discuss work activity,

- performance, objectives, learning and development.

The effective management of the agreed appraisal process is included as an objective in the performance appraisal of the Clerk.

## **Appendix 1 - FRAMEWORK OF CORE PRICIPLES**

The following core principles apply to all appraisal processes, as they underpin good practice. The principles need to be adhered to in all performance appraisal procedures.

### **Employees know what is expected of them**

Each member of staff will have an up to date document (appraisal form) in which their performance expectations are defined in such terms as targets, quality standards, outputs, time scales and costs, plus a plan or schedule of action necessary to ensure objectives are met. This includes staff who are new to the organisation. Where an individual starts part way through an appraisal year, they should have an initial appraisal to set objectives shortly after starting and subsequent appraisals can then take place alongside the rest of the staff.

### **Objectives linked to delivery plans**

Objectives are drawn from, or contribute to the appropriate objectives set out in the Council's Plans.

Objectives and individual action plans are determined as a result of a dialogue between employees and their line manager.

Formal disciplinary and grievance issues are not to be an objective of any performance appraisal procedure and will be dealt with separately. It is important that any issue concerning poor performance is recorded in the meeting documentation in order that any formal monitoring of performance is not undermined by contradictory messages being given to the employee.

### **Review of progress**

Performance against objectives, targets and values should be assessed by objective evidence wherever possible. Where subjective judgement is involved it should be explained rationally, preferably with documented evidence.

Performance is assessed annually with a six month review and the results documented. Employees have the right to add comments to their appraisal record. This may be anything they wish to say about their appraisal, their line manager and any blocks to the achievement of the objectives and targets set.

Both appraiser and appraisee share the responsibility for monitoring progress on the agreed objectives. The objectives will be discussed regularly in update meetings (one to ones/supervision) throughout the year. Significant changes to objectives and

action plans between formal annual appraisals should be discussed and confirmed as amendments between employees and their line manager. Appraisers need to ensure that consideration is given to the resources required for enhancing the appraisee's performance and capability to meet agreed objectives.

### **Appraisal meetings**

Appraisals should be carried out only by those who have received training in the use of the process adopted.

Employees must be given adequate notice of their appraisal discussions and will have been given guidance/briefing on how to prepare for and get the best out of the meetings.

Where it is known that an employee is due to commence a long period of absence e.g. maternity leave, this will be factored into the objective timescales and where appropriate, an appraisal will be held before the absence starts. Where staff miss scheduled appraisal meetings due to sickness absence, the meetings will be rearranged to take place following their return to work.

Managers will ask employees if they need any additional support or equipment in order to perform their role effectively. This may be ICT equipment, flexible working arrangements or whether any reasonable adjustments made to support disability are still appropriate.

Appraisal records should be accessible by the employee, the line manager and Councillor's.

Employees may use the Grievance Procedure in the event of problems over the accuracy or the fairness of the appraisal meeting or record, in which case those hearing any grievance will need sight of the appraisal documentation.

### **Recording Appraisals**

It is important that appropriate records of all appraisals are kept.

When it becomes apparent that it will not be possible to complete an appraisal for an employee (for instance due to maternity or long term sickness) the appraiser must ensure that the employee's record is updated.

### **Evaluation of Appraisals**

An appraisal evaluation form will be issued and staff should be encouraged to complete the form following their appraisal. The information will be used to highlight any appraisal training needs.