

**Following recommendation from SAC and approval at Full Council, an additional section has been added to manage the possibility of disagreement between the appraiser and appraisee.**



## **Halstead Town Council Performance Management Policy and Procedure**

### **Introduction**

It is the policy of Halstead Town Council (as a Corporate Body) to maintain a meaningful and effective appraisal system that effectively monitors performance against agreed achievable targets and responsibilities and provides an opportunity for each member of staff to have their performance reviewed.

This robust process includes agreed steps to maintain or improve performance. The aim is to provide effective and efficient service delivery with a satisfactory working environment affording job satisfaction to all employees. It is best practice and rewarding for employees to receive regular updates and advice on their performance and this process gives staff members the opportunity to discuss performance and work related issues with either their line manager or designated elected Members. Opportunities for continuing personal and professional development are encouraged and advice and mentoring shall be made available and accessible to all.

### **Who Should Undertake Appraisals?**

The Town Clerk will carry out appraisal of staff. The Chairman of the Staff Advisory Committee on behalf of the committee should carry out appraisal of the Town Clerk - the chairman will make available the appraisal to all members of the committee.

## Performance Management Process

A formal appraisal must be carried out for all staff minimum once per year. Mid year reviews and in some circumstances reviews during the year can also be used as a means of following progress against objectives and performance.

It is the role and responsibility of the Staff Advisory Committee to follow the performance management process and ensure that it is carried out according to this policy. The Town Clerk will report the staff performance and appraisal status to the Staff Advisory Committee at each quarterly meeting. The Town Clerk will share staff appraisals with the Staff Advisory Committee members upon request.

1. Feedback on all staff should be requested from all councillors before the annual appraisals
2. In the events of significant disagreement, the matter should be referred to SAC and a second appraiser be appointed to review the appraisal
3. A Review Committee should be set up if the matter is still not resolved
4. For the Town Clerk only, a less formal mid-year review, with a written report, should be carried out by 2 members of SAC nominated by SAC

A set of agreed SMART (Specific, Measurable, Achievable, Relevant and Timed) performance and learning objectives should be established and documented at the start of the appraisal year. These objectives should reflect the needs and objectives of the Council, be within the job descriptions of the member of staff and support staff development. SMART objectives should be,

<b>Specific</b>	The objective should provide clarity about the outcome required
<b>Measurable</b>	The objective must include some means by which it will be possible to identify whether it has been achieved.
<b>Achievable</b>	The objective must be challenging and testing but realistic.
<b>Relevant</b>	The objective must be appropriate to the member of staff's role and also fit within the team objectives.
<b>Timed</b>	A time frame must be given. It might be useful to define interim milestones, which can be discussed at the 6 monthly reviews or more frequently.

## Appraisal Meetings

At least five working days notice will be given to the employee. The meetings should follow these guidelines,

- Sufficient time will be ensured for the meeting.
- Appraisal meetings should take place in a private room, which is light, spacious, and, barring emergencies, free from distractions/interruptions.
- All appraisees will be treated equitably and the meeting will be friendly but professional.
- The appraisee and appraiser are participating in a two-way discussion, not an interview.
- The appraiser will guide the process by use of questions and listening, and will regularly summarise key points.
- The appraisee should take responsibility for expressing their views and this may include working together with the appraiser to address any difficulties currently experienced.
- The appraiser and appraisee will ensure they are both clear and in agreement as to the action to be taken.

Appraisal interviews shall discuss and agree objectives for the coming period as well as reviewing performance to date and shall be the point at which training needs are identified and planned.

Performance reviews will cover all aspects identified in job descriptions. Assessment will focus on,

- ability to work under pressure and achieve deadlines, accuracy and detail, achievement of targets
- adaptability, commitment, communication and interpersonal skills, decision making, dependability, discretion, flexibility
- innovation, motivation, problem solving, quality of work, teamwork, timekeeping, training and development needs
- understanding of health and safety issues, work planning and the effective use of time

For the Town Clerk only:

- knowledge of legislation and best practice, knowledge of the Parish and surrounding areas, knowledge of the Town Council practices and leadership

Appraisals meetings should follow the below process,

- Review of job description and any proposed updates if necessary. Form Appendix A should be used to record any updates.
- Review of previous year's performance against the objectives agreed at the beginning of the year. The appraisee should be encouraged to put forward their view on how they think they have performed. Form Appendix B should be used to record performance against each objective and identify any areas of improvement.
- Agree the SMART objectives for the coming year. The appraisee should be encouraged to contribute to the list of objectives. Form Appendix C should be used to record the agreed objectives.
- Agree any Learning and Development objectives. Form Appendix D should be used to record the agreed objectives.
- The meeting should conclude with a general discussion, which allows the appraiser and appraisee to make overall summarising comments.

Following the meeting the appraiser will complete the set of forms Appendix A, B, C and D including making summarising comments on form Appendix E. The completed forms should be sent to the appraisee for agreement and to give the opportunity for the appraisee to make summarising comments on form Appendix E.

The completed forms should be signed by both parties and dated.

**RECORD OF APPRAISAL**

Name and position of employee being appraised	
Name and position of appraiser	
Appraisal period	
Date appraisal conducted	

**Job Description**

Is the job description up to date ? - yes but it was agreed to add an additional point as follows,

**Appendix B - Review of Objectives for the period .....**

<b>Objective</b>	<b>Full, partially or not achieved</b>	<b>End of year review</b>

**Appendix C - Objectives to be set for the period .....**

<b>Objective</b>	<b>Full, partially or not achieved</b>	<b>End of year review</b>

**Appendix D - Learning and Development Objectives to be set for the period .....**

<b>Learning and Development Objective</b>	<b>Learning and development tools to be used (Eg. Attending formal training courses, coaching, self learning etc)</b>

## Appendix E - Summary Comments

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### Summary comments from the Appraiser

*(In this section the appraiser can comment on the wider contribution or issues, which have arisen during the appraisal period. This might include the positive contribution made outside of the objectives, or where problems have arisen.)*

### Summary comments from the Employee

*(In this section team members are free to comment on any aspect of the appraisal.)*

Signed by employee .....

Date .....

Signed by appraiser .....

Date .....