



LEIGHTON-LINSLADE
TOWN COUNCIL

EMPLOYEE APPRAISAL PROCEDURE

1. Our policy

- 1.1 Leighton-Linslade Town Council wants employees to perform their work to the highest possible standard they are able to achieve personally, in a positive working environment. Therefore, the Council expects Line Managers to regularly review employees' progress and performance at work to celebrate successes, identify areas that need improving and discuss employees' general well being. As part of this process, formally each year, every employee is appraised to review his or her performance in the past year and plan for the year ahead.
- 1.2 This policy needs to be read in conjunction with other Council policies and procedures particularly the Employee Performance Procedure.

2. Introduction

- 2.1 Managing employees' performance is a continual process. It involves making sure that the performance of employees contributes to the goals of their teams and the organisation as a whole. The aim is to continuously improve the performance of individuals and that of the organisation.
- 2.2 Individuals will bring skills and competencies to a job role when they are recruited. These skills and competencies need to be continuously developed and renewed if employees are to consistently meet their own objectives and those of the organisation.
- 2.3 The aim of this Employee Appraisal Procedure (EAP) is to enable managers to formally meet with employees on an annual basis to review personal objectives, discuss performance and development needs, celebrate achievements and offer constructive feedback where performance improvement is required.

3. The Appraisal Meeting

- 3.1 Line Managers will meet with their employees on an annual basis to discuss individual performance and development. The discussion will include such things as:
- What has gone well during the year?
 - How well have objectives been met?
 - How well have key tasks been delivered?
 - How achievements may be built on?
 - Any concerns
 - What could be done better?
 - What training and development is required
 - Future objectives

4. The Appraisal Form

- 4.1 The Appraisal Form (APPENDIX 1) will be completed by the manager as a record of the meeting and kept on the employee's personal file.
- 4.2 The manager will give the jobholder a rating score against objectives, key tasks and competencies agreed at the previous appraisal.

- 4.3 At the end of the meeting the manager will give the jobholder an overall rating score.

5. Ratings

1= Exceptional

People in this category far exceed performance and competency expectations. They continually over-perform across all areas of their job role and always strive to develop their skills, abilities and competencies. They will have made an outstanding contribution to achieving the objectives of their team, department and the organisation.

2= Highly effective

People in this category always perform to a high standard and often exceed performance and competency expectations. They will be proactive, go the extra mile and achieve and sustain excellent results.

3 = Performing well

People in this category will be performing well against the objectives/key tasks agreed. Overall they are working effectively. They meet and sometimes exceed the performance and competency expectations and the quality of their work is good. They deliver on their objectives and contribute to the team and service objectives.

4 = Needs improvement

People in this category sometimes fall below the expected standard. They can, at times, fail to meet the main requirements of their job role and the objectives/key tasks set. There is evidence of effort being made to improve but further development is required.

5 = Under performing

People in this category often perform below the acceptable standard and display little effort towards improvement. They fail to meet the main requirements of their job role and make limited progress towards meeting objectives and completing key tasks. Their performance and competency does not meet expectations.

6. Performance Improvement Plan

- 6.1 Where an employee scores an overall rating of 4 or 5 a Performance Improvement Plan (APPENDIX 2) will be implemented.
- 6.2 This tool enables managers to monitor jobholder's performance against specific competencies, objectives and tasks in an effort to assist the employee in meeting the required and acceptable standards to raise their overall score rating to at least 3.
- 6.3 Where an employee scores an appraisal rating of 4 or 5 immediate and significant improvement in their performance is essential.
- 6.4 The Line Manager will meet with the employee once a month for three months to review and discuss improvement progress.

6.5 If the employee's performance does not improve to the required acceptable standard in three months, they will be progressed to formal performance management through the Council's Employee Performance Procedure.

7. Review

7.1 The jobholder and their Line Manager share responsibility for the successful outcome of the appraisal. In the unlikely event that outcomes cannot be agreed the jobholder has the right to ask for a review by a more senior manager.



EMPLOYEE APPRAISAL PROCEDURE

APPRAISAL FORM

NAME OF JOBHOLDER	
JOB TITLE	
DEPARTMENT	
TEAM	
NAME OF APPRAISER	
JOB TITLE OF APPRAISER	
DATE OF APPRAISAL	
OVERALL PERFORMANCE RATING	

THE PAST 12 MONTHS

Use this section to make notes of the discussion about performance over the past 12 months, such as:

Areas of strength	Achievements	Areas for improvement
Performance in key tasks	Have objectives been met?	Any concerns/issues

RATING SCORE:

COMPETENCIES

Use this section to make notes of how the jobholder has met the expected competencies relevant to their job role, such as:

Knowledge & Understanding	Communication	Strategic Thinking	Team Work
Accuracy/Attention to detail	Customer Care	Organisational Skills	Management Skills
Computer/ICT Skills	Health & Safety	Equal Opportunities	Respect

RATING SCORE:

FUTURE OBJECTIVES / TASKS

Use this section to set objectives for the next 12 months. Objectives should be SMART – Specific; Measurable; Achievable; Relevant with a Timescale for completion

TEAM/SERVICE OBJECTIVES/GOAL	
INDIVIDUAL OBJECTIVE/KEY TASKS	
TRAINING/DEVELOPMENT IMPLICATIONS	
RESOURCES REQUIRED	
HOW WILL SUCCESS BE MEASURED?	
DATE FOR COMPLETION	
TEAM/SERVICE OBJECTIVES/GOAL	
INDIVIDUAL OBJECTIVES/KEY TASKS	
TRAINING/DEVELOPMENT IMPLICATIONS	
RESOURCES REQUIRED	
HOW WILL SUCCESS BE MEASURED?	
DATE FOR COMPLETION	
TEAM/SERVICE OBJECTIVES/GOAL	
INDIVIDUAL OBJECTIVES/KEY TASKS	
TRAINING/DEVELOPMENT IMPLICATIONS	
RESOURCES REQUIRED	
HOW WILL SUCCESS BE MEASURED?	
DATE FOR COMPLETION	

TRAINING/DEVELOPMENT NEEDS

Use this section to make notes of any training or development needs the jobholder has and how these will be met.

TRAINING/DEVELOPMENT NEED	HOW WILL THIS BE MET?	DATE FOR COMPLETION OR REVIEW

EAP AGREEMENT

Use this section to capture any further comments or discussions and sign to agree the contents of the form. Once complete a copy of the form should be given to the jobholder and the original should be placed on their personal file.

JOBHOLDER'S COMMENTS

JOBHOLDER'S SIGNATURE:

DATE:

APPRAISER'S COMMENTS

APPRAISER'S SIGNATURE:

DATE:

The jobholder and the appraiser share responsibility for the successful outcome of the appraisal. It is unlikely, at this stage that there will be any unresolved issues, however, if there is, the employee has the right for this Appraisal Form to be reviewed.

PERFORMANCE IMPROVEMENT PLAN

This plan should be implemented for all staff whose overall appraisal rating is 5 (under performing) or 4 (needs improving).

JOBHOLDER'S NAME: _____ DATE PLAN ISSUED: _____

Immediate and significant improvement in your performance is essential. We will meet once a month for the next three months to review and discuss your progress. If the required improvements are not achieved in this period action will be taken under the Council's Employee Performance Procedure.

Performance/Competence requiring improvement:

Improvement required & expected standard to be achieved:

MONTH	MEETING DATE	COMMENTS / DISCUSSION	EMPLOYEE SIGNATURE	MANAGER SIGNATURE
1				
2				
3				