



## Telscombe Town Council Appraisal Policy

### INTRODUCTION

Telscombe Town Council is committed to achieving a high standard in the performance of its employees. The aim is to provide an effective and efficient service and a satisfactory working environment affording job satisfaction to its employees.

A regular review of an employee's performance is an effective tool. It allows an employee to give their views to their manager.

Performance reviews or appraisals help to identify personal development and training needs. Appraisal meetings also provide an opportunity for the employee to seek and receive high quality, responsive and balanced feedback on their work performance from their manager.

**It is to be said that the discussion is more important than the form filling.**

### PURPOSE OF APPRAISAL

- Discuss positive achievements over the past 12 months and/or during probation period. To identify reasons for good performance.
- Discuss instances where targets have not been met, jointly identifying factors preventing those goals being achieved.
- Agree standards of performance and behaviour by setting objectives, priorities and targets that are realistic and achievable.
- Provide a formal written record of performance and evidence of key objectives planned for the future.
- Encourage individuals to develop their skills and competencies through a planned approach to personal development and training, supported by the organisation.
- Discuss any training, personal or professional development needs and agree a performance plan to ensure that set objectives can be met and high levels of performance maintained.
- Consider the Business Plan in relation to target setting.

### APPRAISAL ARRANGEMENTS

Appraisals should occur annually in November. The employee is given reasonable forward notice of the meeting. Good practice would be to hold the meeting in a more informal setting than an office.

The appraisal process is the ultimate responsibility of the Policy & Resources Committee. An Employment sub-committee should be formed to provide appraisers.

Who appraises – The Town Clerk - 2 to 3 members of the sub-committee, not necessarily the Mayor

The Amenities Officer - The Town Clerk

Admin and maintenance staff - The Town Clerk

The appraiser should give the appraisee a copy of their job description and targets set in the previous year and the attached discussion sheet 2 weeks before the appraisal date. One week before it should be returned to the appraiser. In the event of a review and the Mayor is out of office, then the ex-Mayor should attend the review. New employees will initially be subject to a 6 month period of probation, during which performance reviews will be undertaken after 1 month, 3 months and 6 months.

### THE APPRAISAL MEETING

The appraisal interview should be a two way discussion. The outcomes are recorded on the Appraisal Form. Reference should be made to the job description. The meeting will include:-

1. Review: previous objectives & discuss individual's actual performance. Both parties should concentrate on established facts rather than on unsubstantiated opinions. Review the individual's previous objectives and the degree to which these have been met.
2. Explore: what factors affected individual performance examining both internal and external constraints and issues.
3. Appraisal discussions set and review objectives which should be SMART, i.e.,  
**S Specific** – clear about what is actually required – avoid too much jargon and detail  
**M Measurable** – tasks should be linked to quantifiable measures  
**A Achievable** – consideration should be given to training and competencies  
**R Realistic** – targets should be neither too difficult nor too easy  
**T Time-bound** – anticipated time frame and targets should be phased throughout the year
4. Plan for any training/development needs and their cost

### RECORD KEEPING

The appraiser completes the Appraisal Form and hands a copy to the appraisee. The appraisee may read and add their comments. The form may then be updated, signed by both parties and returned to the appraisee.

The process will be reported to the P&R Committee and a copy placed in the personnel file of the appraisee.

The appraisee should make reference to the Appraisal Form during the year.