

Killamarsh Parish Council

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Locum Parish Clerk: Ms Safia Kauser
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Date Issued: 11 February 2021

NOTICE OF AN EXTRAORDINARY MEETING

In accordance with The Local Authorities (Coronavirus) (Flexibility of Local Authority Meeting Regulations 2020); this meeting will be held using a remote conference facility.

To All Members of the Personnel Committee

Notice is hereby given that an Extraordinary meeting of the Personnel Committee will be held virtually via Zoom Video Conference on Tuesday 16th February 2021 at 4.30pm

Carol Lacey

Councillor Carol Lacey

Chairman of the Personnel Committee

Virtual Meeting Joining Instructions

1) Click on the direct meeting invitation:

<https://us02web.zoom.us/j/88404789004?pwd=RzRwWCtWNlhSVnBIMVJVR1V3eUY5QT09>

2) Enter the Meeting ID: 884 0478 9004 and then enter the Password: 903091

3) Alternatively you can dial: 0203 481 5237 or 0203 051 2874 or 0203 901 7895 or 0131 460 1196 and then enter Meeting ID: 884 0478 9004 followed by Password: 903091 (local call rate charges may apply)

Personnel Committee Membership

Cllr Carol Lacey (Chair)

Cllr Pat Bone

Cllr Kevin Bone

Cllr Nick Challenger

Cllr Eva Thompson

Recording of Council Meetings

Under the Openness of Local Govt. Bodies Regulations 2014, members of the public may now film, photograph and make audio recordings of the proceedings of the formal Council meeting, though not, under current legislation, of the Public Participation session, as this is not part of the formal agenda of the meeting. Recording activity should be respectful to the conduct of the meeting and behaviour that disrupts the meeting (such as oral commentary) will not be permitted.

Public Participation

- Notice is given that at a time agreed by the meeting, 15 minutes may be set aside for members of the public to make representation on the business of the agenda for the meeting
- Any member of the public shall not speak for more than three minutes.
- A question asked by a Member of the Public during Public Participation shall not require a response or debate during the meeting though the Chairman may direct that a written response will be provided subsequent to the meeting.

PUBLIC BODIES (ADMISSION TO MEETINGS ACT) 1960

Meetings shall be open to the public unless their presence is prejudicial to the public interest by reason of the confidential nature of the business to be transacted or for other special reasons. The public's exclusion from part or all of a meeting shall be by a resolution which shall give reasons for the public's exclusion in accordance with the Public Bodies (Admission to Meetings Act) 1960.

AGENDA

1.	Chairman's Opening Remarks To receive the Chairman's opening remarks. The Chairman will notify those present about the holding of virtual meetings.
2.	Apologies for Absence To receive and approve apologies for absence and reasons given to the Clerk prior to the meeting.
3.	Declarations of Disclosable Pecuniary and Other Interests 3.1 To receive declarations of disclosable pecuniary interests (DPI) and personal and prejudicial interests from members on matters to be considered at the meeting in accordance with the Localism Act 2011 (section 30 to 33). Officers are required to make a formal declaration about council contracts where the employee has a financial interest in accordance with the LGA 1972, s117. Note: Members must generally declare a disclosable pecuniary interest which he or she has in any item on the Agenda. A Member with a disclosable pecuniary interest may not participate in any discussion of the matter at the meeting and must not participate in any vote taken on the matter at the meeting. In addition, the Council's Standing Orders require a Member with a disclosable pecuniary interest to leave the room where the meeting is held while any discussion or voting takes place. 3.2 To receive, consider and record councillors requests for DPI dispensation (section 31 Localism Act 2011) in connection with items on this agenda. Applications for this must be made in writing to the Clerk prior to the meeting.
4.	Adjournment for Public Participation To adjourn the meeting for 15 minutes to allow members of the public to make representation on the business of the agenda for the meeting. No resolutions can made be under public participation.
5.	Exclusion of Press and Public - Public Bodies (Admission to Meetings Act) 1960 To consider and resolve any agenda items that require the exclusion of the Press and Public in accordance with the Public Bodies (Admissions to Meetings) Act 1960 for matters appertaining to confidential or exempt information.
6.	Minutes To approve the draft minutes of the Extraordinary Personnel committee meeting held on the 02 February 2021. (previously circulated)
7.	Parish Clerk and RFO Recruitment To receive an update on the recruitment timetable for the Parish Clerk/RFO post and to resolve the next steps. Members are requested to consider: <ul style="list-style-type: none">• Changes required to the post due to internal organizational changes that will impact the salary, job role and person specification.• Combined role or potential splitting of the role• Applications received. The closing date was 31 December 2020.• Shortlisting, Interview panel, interviews and start date Note: Supporting documents to be sent separately.
8.	Deputy Clerk Position To consider and resolve the recruitment timetable for the Deputy Clerk position and to agree the job advert, job description and person specification. Councillor Lacey was due to contact the previous applicants.

<p>9.</p>	<p>Handyperson</p> <p>9.1 To receive an update from the Locum Clerk on the recent informal meeting held with the Handyperson.</p> <p>9.2 To review the Handyperson duties in view of the alternative duties carried out during lockdown and the recent meeting held with the Locum Clerk.</p>
<p>10.</p>	<p>Employee Appraisals</p> <p>To receive and adopt the appraisal scheme and policy. This has been drafted by the Locum Clerk for a smaller parish council and adapted to the requirements for Killamarsh Parish Council. (enclosed).</p>
<p>11.</p>	<p>HR Fixed Fee Support Services and Employee Handbook</p> <p>11.1 To consider the procurement of HR support services for an annual fixed fee. The HR providers should draft employee handbooks including policies for whistle blowing in addition to providing professional support and employment documentation. Locum Clerk to update members on this item.</p> <p>11.2 To consider a whistle blowing policy.</p>
<p>12.</p>	<p>Any items for discussion for a future agenda</p> <p>To notify the Clerk of any matters for inclusion on the agenda of the next meeting.</p>
<p>13.</p>	<p>Date of the Next Committee Meeting</p> <p>To agree a date for the next ordinary meeting of the Personnel committee to be convened.</p>

Purpose of the Policy

Killamarsh Parish Council is committed to supporting every employee to reach their potential and achieve their personal goals, which in turn will assist the council to achieve its objectives.

The performance appraisal policy supports the performance appraisal scheme. The scheme is a formal process centred on an annual meeting of each employee and their line manager to discuss his/her work. 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.

Guide to Appraisals

Killamarsh Parish Council will refer to the guidance document for employers which includes the procedure for undertaking the appraisals.

- Employers Guide to Appraisals (Appendix A)
- Employees Guide to Appraisals (Appendix B)
 - Employee Appraisal Form (Section One) – To be completed by the employee
 - Employee Appraisal Form (Section Two) – To be completed by the appraiser/employer

Core Principles of the Appraisal Policy

- 1) The appraisal process aims to improve the effectiveness of this council by contributing to achieving a well-motivated and competent workforce.
- 2) Appraisal is an ongoing process with an annual formal meeting to review progress.
- 3) The appraisal discussion is a two-way communication exercise to ensure that both the needs of the individual, and of the organisation are being met, and will be met in the next year.
- 4) The appraisal discussion will review the previous year's achievement and will set an agreed Personal Development Plan for the coming year for each member of staff.
- 5) All employees who have completed their probationary period are required to participate in the appraisal process.
- 6) The appraisal process will be used to identify the individual's development needs and support the objectives of the Training and Development Policy.
- 7) The appraisal process will provide the council with valuable data to assist succession planning.
- 8) The appraisal process will be a fair and equitable process in line with the council's Equality Policy.

The Appraisal Cycle

Performance appraisal discussions will be held over a designated [4 week] period on an annual basis (prior to approval of council's budget for the next fiscal year). Subject to an employees contract, this will assist the employer to determine the approval of an annual increment effective from the 01 April due to satisfactory job-related performance.

Performance Appraisal Implementation

- 1) Appraisals will be arranged by the employee's line manager for all staff employed by the council. The Parish Clerk is the most senior employee of the council and the appraisal for the Clerk will be undertaken by the Chairman of the Council or Staffing committee. Line managers are encouraged to provide the opportunity for an additional [6-month verbal appraisal review], mid-year and other informal reviews as necessary throughout the year.
- 2) The discussion will be held in private. Information shared during the appraisal will be shared only with the council; confidentiality of appraisal will be respected.
- 3) The appraiser (usually the employee's line manager or the Chair of the Council/Staffing Committee) will be expected to have successfully completed appraiser training, and to be familiar with the employees work. The employers guide to appraisals is set out in Appendix A (attached).
- 4) All appraisal documents should be issued to both parties prior to the discussion, in order to allow time for both parties to reflect and prepare. These will provide a framework and focus for the discussion.
- 5) A time and venue for the discussion will be advised at least one week before the meeting takes place.

Councillors Feedback

Councillors will be given the opportunity to give feedback on employee performance. Feedback should be submitted in accordance with the employers appraisal guide (appendix a) and submitted to the appraiser.

The Appraisal Discussion

- 1) The appraisal discussion will allow an opportunity for both the employee, and the appraiser to reflect and comment on the previous year's achievements. It will praise achievement and encourage the appraisee in his/her role.
- 2) The appraiser is accountable for giving the employee constructive, timely and honest appraisals of their performance, which should take into account both the goals of the organisation and of the individual.
- 3) The discussion should be a positive dialogue and will focus on assisting the employee to acquire the relevant knowledge, skills and competencies to perform his/her current role to the best of his/her abilities.
- 4) The appropriate forms will be completed and signed by both parties. The appraisee will be given the opportunity to note any comments that he/she does not agree with.
- 5) The appraisee and line manager should agree on a Personal Development Plan for the appraisee for the following year. This will reflect the employee's aspirations and the council's requirements and should align personal and council goals. The council and the

line manager will support the individual to achieve these goals during the forthcoming year.

- 6) Any training needs, future training requirements, planned qualifications, development opportunities and career planning should be discussed in the light of the Personal Development Plan.

Confidentiality

Appraisal reports will always be maintained in the written form and will be 'open' between the two parties concerned and are subject to compliance with the Standing Orders (relating to the management of information and handling staff matters) and GDPR.

Responsibility for Implementation

- 1) Killamarsh Parish Council has overall responsibility for the implementation of this policy in conjunction with the Parish Clerk.
- 2) Killamarsh Parish Council has a responsibility to ensure that the Parish Clerk and the members of the council receive appropriate training to implement the policy and to undertake the appraisals.

This is a Guidance Document Only.

To be Read In conjunction with the Employee Performance Appraisal Policy.

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1. Introduction

Appraisals are used in organisations to help employees achieve and full their potential and for the employer to continue to monitor performance in order to achieve its goals and improve the quality of the products/services which it provides. An appraisal interview is an opportunity to take an overall look at work content and volume, look back at what has been achieved, agree objectives for the future and consider what development needs the employee may have for the year ahead. The main purposes of the appraisal system are as follows:

- a) **Performance:** to provide a clear statement on how staff are performing, to see whether further progress can be made, and consider what help might be given to build on strengths.
- b) **Responsibilities:** to record present and future responsibilities.
- c) **Personal development:** to look at future work and identify opportunities for development and training, to benefit ones career and to maximize the contribution to the Company.
- d) **Communication:** to ensure that ideas and views are shared.
- e) **Future work:** to plan work priorities and objectives for the next year and consider solutions to problems.

2. Who appraises whom?

The Council should ascertain the appraisal structure i.e. who appraises whom? This usually correlates with line management structures as those in direct line management positions will be best placed to appraise an employee. It is usual for a Staffing or Personnel Committee to take responsibility for appraising the Clerk. It is not appropriate for the whole council to take part in the appraisal interview but views from stakeholders such as the staff, contractors, contacts, members of the public as well as the elected members can be sought to give a comprehensive summary of the Clerk's performance.

3. Key Features

An appraisal should take into consideration the following factors:

- a) **Openness** – The Council should provide guidance to employees on the appraisal scheme which it wishes to use. An appraisal should be open from both parties perspective and an employee should be privy to all comments made by an employer during or after an Appraisal process. It is usual to provide the employees with details of the appraisal process, including any documentation to be used, well in advance of the process commencing, ideally by way of an employee handbook as introduced during an Induction period.
- b) **Confidentiality** - the appraiser(s) and appraisee only will normally see the appraisal record and this is certainly best practice for the fact that an appraisal has taken place to be reported to council but for the contents to remain confidential.
- c) **Consistency** – Whatever scheme the Council chooses to implement, all staff should be appraised according to the same scheme. It is also desirable that the same process is continued over a period of years so that comparisons can be made across timescales.
- d) **Objectives** – Objectives which are set during the appraisal should be objective and understood by both appraisers and appraisee their form and be based upon actual conduct and performance rather than personalities or subjective criteria.
- e) **Forward-looking** - the main value of reviewing past performance is to identify matters which can be built upon, problems that can be tackled by the Council or by training, and new opportunities.

- f) **Positive** - problems, difficulties and mistakes should be discussed openly so that solutions can be found, training offered or defective systems improved.
- g) **Two way conversation** - appraisees are encouraged to contribute frankly in assessing their performance and goals.
- h) **No surprises** – it is poor practice to introduce new information, particularly of a critical nature at an appraisal interview. If there are issues with conduct of performance then they should be raised with the employee at the time they occur, not held back to handle at an appraisal session.
- i) **Contractual** – any employee who is working under the National Agreement NALC:SLCC Model Contract will have a clause which states that there will be an annual appraisal which the employer will be obliged to undertake.

4. Procedure for Appraisals

- a) **Agree a date:** The Council and employee should agree between themselves a date for the appraisal to take place. It is advisable for at least 2 weeks preparation to be allowed. The date is often set at the previous performance review meeting which may have been months before, in that way all parties to the process have a commitment to the date/time.
- b) **Documents:** the appraisee and appraiser should have at least the following documentation to hand at the appraisal:
 - 1) job description
 - 2) written objectives set previously (if any)
 - 3) record of previous appraisal (if any)
- c) **Preparation:** both the appraisee and appraiser should spend time planning what they want to discuss. The appraisal format should form the basis of the appraisal. A self-appraisal form is useful to be completed by the appraisee and sent to the appraiser prior to the appraisal. The appraiser should also be familiar with the council's own strategic objectives for the coming year in order to ensure that the appraisal contributes to the council's own direction.
- d) **The venue:** Both parties should be agreeable to the venue of the appraisal, which should ideally be in a quiet place and away from other distractions.
- e) **The interview:** It should be conducted by the appraiser(s) in an informal atmosphere. The appraiser should begin by explaining the scope of the interview and then encourage the appraisee to comment on performance, training, development and future objectives and to suggest solutions to any problems. The appraiser should take notes.
- f) **Gradings/ratings:** The matter of Ratings is often a difficult issue when designing appraisal systems. The most important outcome of an appraisal is that a conversation takes place between employee and employer reflecting on the past and looking to the future. The inclusion of gradings/ratings to summarise the achievements of the year can sometimes become an end in themselves and by distilling the work of a year down to an A,B,C or a 1,2,3 rating can be counter-productive and leads staff to concentrate on the wrong aspect of the process. If gradings are to be used the following examples can be deployed; achieved - not achieved; fully achieved - mostly achieved - partially achieved - not achieved; outstanding – good – satisfactory – unsatisfactory; 1-2-3-4-5; A-B-C-D-E; (this list is not exhaustive)
- g) **Writing up:** The appraiser should complete the appraisal form used for the interview and give a copy to the appraisee at the conclusion of the appraisal or as soon as possible thereafter.

- h) **Signature:** The completed form should be given to the appraisee to consider, adding any comment and to sign it and the appraisee should then return it to the appraiser.
- i) **Records:** The appraiser will make three copies of the signed form and: give one copy to the appraisee to keep one copy for his or her own records one for the central confidential personnel records.
- j) **Follow up:** The appraiser is responsible for ensuring that any further action is taken as agreed at the appraisal.

5. Timing

The appraisal interview will be conducted annually and will usually coincide with the anniversary of the appraisee joining the Council OR be at some agreed time which suits the council at which point all employees are appraised. The latter can assist with planning training in the light of budget reviews.

6. Interim Reviews

An interim review may be conducted between annual appraisals, often at the half year point or upon completion of a major project or where the council's strategy/overall objective change requiring review of all employees' objectives. There is no requirement to complete formal appraisal documentation at these reviews. However: agreed action points should be noted by the appraiser and a copy given to the appraisee; the appraisee's objectives may be revised.

7. Questions to Discuss at Appraisal

Appraisers and appraisees could use a checklist in preparing for, conducting, and recording the appraisal interview. The appraisal form to be used at the interview is attached.

a) Basic Information : name, department, job title, date joined council, date appointed to current post (may not need be so formal for small councils where parties know each other well but can still be useful if there has been a change in elected members or changes to the staffing committee)

b) Review of Self Appraisal Form, example questions which could be used are as follows:

- Which aspects of the job have been accomplished well?
- In which aspects of the job could the appraisee have performed better?
- What influences have made the job difficult to perform?
- What strengths does the appraisee bring to the job?
- What are the goals for the next review period?
- What training and development would help to achieve these goals?
- What skills and knowledge relevant to the role/career aspirations would the appraisee like to gain in the future?
- What improvements to the Council or the department can the appraisee suggest?

8. The Appraisal Interview: Getting the Most Out of the Appraisal Interview

The appraisal interview is a significant form of communication between an employee, their immediate boss and their employer. The basic purpose of any form of communication at work is to produce some form of action or activity. The Appraisal interview will cover a review of your objectives and attainments, a discussion about skills and knowledge as applied in the workplace, feedback from others in the organisation or significant external contacts, feedback from the employee to their line manager/elected members, future

challenges and development needs and will seek to set new objectives for the coming year. The GROW model is a useful approach to exploring aspirations and direction when Training and Development as discussed:

- | | | |
|-----|-------------|------------------------|
| • G | Goals | what do you want? |
| • R | Reality | what is happening now? |
| • O | Options | what could you do? |
| • W | Way Forward | what will you do? |

The appraisee and the appraiser will have the opportunity to consider the appraisal record and add any comments.

Deficiencies /Unsatisfactory Performance

Any deficiencies or unsatisfactory performances noted will result in an action plan agreed between the appraiser and the appraisee. Continuing deficiencies or unsatisfactory performance will result in a review of that individual's competence to continue to carry out their particular type of work. It may be appropriate for such discussions to lead to a separate disciplinary process for poor performance but a disciplinary sanction is not an automatic outcome from a poor appraisal. The council's disciplinary procedure needs to be followed if the committee undertaking the appraisal believe that measures have been taken to assist the employee achieve but the role is still considered beyond the employee's capability.

360 degree appraisals

Many organisations, in the private sector in particular, favour the 360° approach to appraisals. This allows for the views and perspectives of many "stakeholders" to be taken into consideration and therefore does not just rely on a 'top down' assessment by management of their subordinates. Views from direct reports, contractors, customers, business contacts are often sought and incorporated into the appraisal. In the context of the council set-up this could involve opinion from all councillors, staff, contractors, parishioners, contacts at Principal Authorities etc. The council will need to decide whether the feedback sought is provided anonymously or not and also needs to provide parameters around which the feedback is given e.g. it needs to focus the review onto specific areas, not just allow a free-for-all and enable the feedback to be consistent.

9. Appraisal Outcomes: Setting Objectives

Objectives provide framework for the coming year's work. They should be agreed between appraiser and appraisee. The objectives need to reflect the employee's job description and the council's own objectives derived from its strategic and business plans. Such targets are sometimes referred to as Key Performance Indicators (KPIs). Often objectives will set a higher standard for performance than before, designate additional responsibility or assign new projects. It is usual to aim for around 6 to 8 main objectives, any more can be over-stretching. It is good practice to have one personal development objective within the set agreed in order to encourage CPD (continuing professional development) to occur.

Effective objectives should be **S.M.A.R.T.:**

- 1) Specific:** the objective should refer to a particular task or piece of work or specific aspects of behaviour or performance.
- 2) Measurable:** There should be measures (quantitative or qualitative) which are clearly agreed and understood; these will enable progress and achievement to be monitored and recognised.
- 3) Agreed:** The objective should be agreed by appraisee and appraiser
- 4) Realistic:** The objective should be designed to be challenging for the appraisee but should not be so demanding that there is a high likelihood of failure.

5) Timed: All objectives should have a date by which they are to be achieved.

There are three steps in setting effective objectives:

- 1) Select the part of the job to which the objective will relate.
- 2) Agree what is the end result to be achieved within that area.
- 3) Settle how the end result will be achieved and the steps that the appraisee will need to take: these are standards of performance.

Appraisal Guidance Document: To be provided to the employee

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1. Introduction: The purpose of Appraisals

Appraisals are used in organisations to help employees achieve and full their potential and for the employer to continue to monitor performance in order to achieve its goals and improve the quality of the products/services which it provides. An appraisal interview is an opportunity to take an overall look at work content and volume, look back at what has been achieved, agree objectives for the future and consider what development needs the employee may have for the year ahead. The main purposes of the appraisal system are as follows:

- a) **Performance:** to provide a clear statement on how staff are performing, to see whether further progress can be made, and consider what help might be given to build on strengths.
- b) **Responsibilities:** to record present and future responsibilities.
- c) **Personal development:** to look at future work and identify opportunities for development and training, to benefit ones career and to maximize the contribution to the Company.
- d) **Communication:** to ensure that ideas and views are shared.
- e) **Future work:** to plan work priorities and objectives for the next year and consider solutions to problems.

2. The Procedure

The appraiser who is responsible for carrying out your appraisal will contact you and will;

- 1) Provide you with a copy of the Employee Appraisal Guide
- 2) Provide you with a copy of the 'Preparation for Appraisal (Self Appraisal Form). This form must be completed and returned to your appraiser within two weeks.
- 3) Agree a mutually agreed date, time and venue for the annual appraisal to take place. Usually around 4 weeks after the preparation for appraisal form has been returned.
- 4) At the appraisal interview, the appraisal form will be completed, and a copy will be provided to you. The appraisal documents will be signed at the conclusion or as soon as possible thereafter.
- 5) After the appraisal interview, your appraiser will write to you with the outcome including any objectives agreed for the next period. The objectives will be set out in an action plan, with any dates specified, together with the agreed actions. The objectives action plan will form part of your employee personal development plan.

3. Preparation for Appraisal

Your manager will provide you with a template self-appraisal form or guidance notes on the purpose of the appraisal process and an outline of the structure of the meeting. This will help both of you to prepare and for the appraisee to consider what evidence they can show to support their achievements. Broadly appraisals will be in two sections - reviewing the past year's performance and agreeing goals and objectives for the next year.

4. The Appraisal Interview

The appraisal interview will be a frank and open discussion between you and your manager. The interview should not be stressful or pressurised as both you and your manager are aware of the objectives of the interview. Although your manager will lead the appraisal, you will be expected to contribute substantially to the discussion. Key areas to focus on include:

- tasks or projects that gave you particular satisfaction - and why
- tasks or projects that gave you least satisfaction - and why
- your overall performance
- challenges you face and difficulties you foresee

- areas for improvement
- objectives for the coming year short and
- long-term personal development needs.

Shortly after the interview the manager will summarise in writing the main points of the discussion and the action which was agreed, and give a copy to the employee. The manager will follow up any points arising from the interview and carry out any agreed action. For example, it may be necessary to organise training or help to overcome any obstacles to the employee's effectiveness which were mentioned at the interview.

5. Getting The Most Out Of The Appraisal Interview

The appraisal interview is a significant form of communication between an employee, their immediate boss and their employer. The basic purpose of any form of communication at work is to produce some form of action or activity. The Appraisal interview will cover a review of your objectives and attainments, a discussion about skills and knowledge as applied in the workplace, feedback from others in the organisation or significant external contacts, feedback from the employee to their line manager/elected members, future challenges and development needs and will seek to set new objectives for the coming year. The GROW model is a useful approach to exploring aspirations and direction when Training and Development as discussed:

G	Goals	what do you want?
R	Reality	what is happening now?
O	Options	what could you do?
W	Way Forward	what will you do?

The appraisee and the appraiser will have the opportunity to consider the appraisal record and add any comments.

6. Completion of the Annual Appraisal Form

At the appraisal interview, your appraiser will complete an annual appraisal form. The appraiser will make notes during the interview. The appraisal form will be completed at the interview or as soon as possible thereafter. Your appraiser will ask you to consider the completed appraisal form and you may add any comment and sign it and returning it to the appraiser. You will be provided with a copy of the completed appraisal form for your records.

- Section one of the appraisal form is required to be completed by the appraisee (employee).
- Section two is to be completed by the appraiser.
- Section three is to be completed by the appraiser. This section provides an opportunity to record objectives for the coming year, agree training/development plans.
- Section four is to be completed by the appraisee. This section provides space for the employee to comment on the completed form and the appraisal process.

7. Appraisal Outcomes

Objectives provide framework for the coming year's work. These will be agreed between the appraiser and appraisee. The objectives will reflect the employee's job description and the council's own objectives derived from its strategic and business plans. Such targets are sometimes referred to as Key Performance Indicators (KPIs). Often objectives will set a higher standard for performance than before, designate additional responsibility or assign

new projects. It is usual to aim for around 6 to 8 main objectives, any more can be over-stretching. It is good practice to have one personal development objective within the set agreed in order to encourage CPD (continuing professional development) to occur. Effective objectives should be **S.M.A.R.T.:**

- **Specific:** the objective should refer to a particular task or piece of work or specific aspects of behaviour or performance.
- **Measurable:** There should be measures (quantitative or qualitative) which are clearly agreed and understood; these will enable progress and achievement to be monitored and recognised.
- **Agreed:** The objective should be agreed by appraisee and appraiser
- **Realistic:** The objective should be designed to be challenging for the appraisee but should not be so demanding that there is a high likelihood of failure.
- **Timed:** All objectives should have a date by which they are to be achieved.

There are three steps in setting effective objectives:

- 1) Select the part of the job to which the objective will relate.
- 2) Agree what is the end result to be achieved within that area.
- 3) Settle how the end result will be achieved and the steps that the appraisee will need to take: these are standards of performance.

Killamarsh Parish Council
Preparation for Appraisal
(Self-Appraisal Form)



Name:	Appraisal Review Period:
Post Title:	Date Appointed to Current Job:
<p>A review of the appraisal period from your point of view to be used as preparation for an appraisal meeting. Your reviewing manager(s)/committee may also find this prereview process to be helpful in preparing for the meeting.</p>	
<p>Which aspects of the job have been accomplished well?</p>	
<p>Which objectives have been fully met / partially met / not met?</p>	
<p>In which aspects of the job could you/the appraisee have performed better?</p>	
<p>What influences have made the job difficult to perform/been barriers to achievement?</p>	
<p>What strengths do you/does the appraisee bring to the job?</p>	
<p>What are the goals and challenges for the next review period?</p>	
<p>What training and development would help to achieve these goals?</p>	
<p>What skills and knowledge relevant to the role/career aspirations would the appraisee like to gain in the future?</p>	
<p>What improvements to the Council or the department can the appraisee suggest for the future?</p>	

Employee Appraisal Form

Name:	Appraisal Review Period:
Post Title:	Date Appointed to Current Job:
<p>General The council's Annual Review is designed to promote both the development needs of the Council and your own in the context of reviewing your past priorities and achievements. Additionally, it allows you to consider obstacles to success and helps you to find ways of removing them.</p>	
<p>Objective of the Scheme</p> <p>1) To enhance the quality of service delivery and overall development of the Council through encouraging each person to achieve the mutually agreed priorities;</p> <p>2) To identify and provide the support that enables everyone to achieve those priorities and at the same time gain satisfaction in the work.</p>	
<p>To the post holder</p> <ul style="list-style-type: none"> • Please review your current job description and objectives and comment on the achievements you feel you have made this year and the problems that have occurred. • Note any significant departures from the job description as written and why this has occurred together with any impact that it has had on attainment of your priorities. • Indicate where you feel that there are opportunity areas for developing your job and role with an explanation of the benefits to the Council as well as likely costs. • Where you identify either a resource, support or knowledge-base issue as producing reasons for not achieving your priorities, be quite open and honest. In that way the Council can best consider how to offer the support that may be needed, or restructure the job. 	
<p>To the Appraiser/ Line Manager</p> <ul style="list-style-type: none"> • Consider carefully what has been written and be prepared to explore fully any issues that have been raised, as well as those you wish to raise independently. • Give adequate time for discussion. 	
<p>Sections To be Completed:</p> <ol style="list-style-type: none"> 1) Section one: To be completed by the appraisee (employee). 2) Section two: To be completed by the appraiser (manager/employer). 3) Section three: To be completed by the appraiser. This section provides an opportunity to record objectives for the coming year, agree training/development plans. 4) Section four: To be completed by the appraisee (employee). This section provides space for the employee to comment on the completed form and the appraisal process. 	

Employee Appraisal Form



Section One: Employee to Complete this Section

Name:	Date Appraisal Carried out:
Post Title:	Appraisal Review Period:
Date of the last appraisal:	Date Appointed to Current Job:

1. Performance Over the Review Year

1.1 How would you describe your overall performance in the past twelve months?

1.2 Which parts of your job have you performed most effectively?

1.3 Which parts of your job have not gone so well?

1.4 State any part of your job description that you are not doing.

1.5 State any areas of work which are not in your job description.

2. Yours Skills and Expertise

2.1 What are your key strengths in your job?

2.2 What additional skills and expertise have you gained over the period?

2.3 Do you possess skills and strengths not fully used in your job?

3. Development Needs

3.1 What parts of your job do you find most difficult and why do you find them difficult?

3.2 Has a lack of a particular experience or skill affected your performance?

3.3 What additional training have you undertaken during the review period?

3.4 How effective has this training been?

3.5 What additional training or experience would now be of benefit to help you achieve future targets/objectives?

4. Objective Target Setting

4.1 What potential individual objectives/targets do you want to discuss with your appraiser?

4.2 What potential objectives/targets have high priority?

4.3 Describe any particular help and/or support you feel you need to achieve your objectives/targets.

Employee Appraisal Form



Section Two: Appraiser (Employer) to Complete this Section

Name:	Date Appraisal Carried Out:
Post Title:	Appraisal Review Period:
Date of the last appraisal:	Date Appointed to Current Job:

Consider what the employee has written in Section 1 and make comments in this section (Section 2). When you have completed the appraisal interview and agreed objectives, training and development plans the overall summary and plans for the following year should be summarised in Section 3. You should obtain the employee's comments and signature in Section 4 and give the employee a copy of the full document for their records.

1. Agreed Objectives (although there are no set number of objectives those set should cover key aspects of the employee's job and have direct relevance to any Council aims and objectives).

1.1

1.2

1.3

1.4

1.5

2. Comments

2.1 Comment on identified main achievements (add anything else that was done particularly well)

2.2 Comment on work or anything else which has not gone well

2.3 Comment on any tasks that should no longer be in the job description and any that should be included.

2.4 Give your overall assessment of the employee's performance during the last twelve months (include strengths, weaknesses and any constraints to their work and the outcome of specific agreed objectives).

Employee Appraisal Form

Section Three: Appraiser (Employer) to Complete this Section



Section 3: Future Plans

To be completed by the appraiser. This section provides an opportunity to record objectives for the coming year, agree training/development plans.

Agreed Objectives (although there are no set number of objectives those set should cover key aspects of the employee's job and have direct relevance to any Council aims and objectives).

3.1

3.2

3.3

3.4

3.5

Training Development Actions:

Employee Appraisal Form



Section Four: Appraisee (Employee) to Complete this Section

Employee Comments (This section provides space for the employee to comment on the completed form and the appraisal process.)

Signature of Appraisee Signature(s):

Print Name:.....

Date:

Signature of Appraiser(s):

Print Name:

Date: