



Policy and Resources Committee Meeting – 15 December 2020

Appraisal System - a proposal

Introduction

Driven by comments from several Councillors and staff, it is obvious that the Parish Council would benefit from an appraisal system being introduced. A variety of systems have been used in different employment situations over many years. Depending on the nature of the employing organisation, and its work, appraisal systems have sometimes involved a clear linkage between performance and pay, others not. Within the public sector, it tends to be the latter.

Of the many systems that exist, which Councillors can investigate in as much detail as they wish, it is my recommendation that a "Management by Objective" approach be adopted. The thinking behind this method is that both appraisee and appraiser jointly set goals to be achieved within the appraisal period. It's thought that this dual approach is much more likely to lead to the successful achieving of those goals. Additionally, by being proactive rather than reactive to events and circumstances, this approach has the potential to be much fairer. It avoids subjective bias, promotes self-awareness and should, in turn, improve an employee's ability to contribute well to the team.

Suggested Methodology

An appraisal meeting should form a milestone within an ongoing dialogue between the appraiser and appraisee and, as such, no surprises should appear at it. An appraisal system should not replace ongoing, regular meetings where progress is reviewed, successes celebrated and any barriers to progress addressed. Appraisals should offer a formal opportunity to:-

1. Discuss employee performance against set targets
2. Review targets
3. Potentially set new targets and discuss any other performance-related matters that might be relevant to the period leading up to the next appraisal (E.g., training).

An appraisal should be a two-way meeting and is not something that an employer "does" to an employee. For an appraisal system to be most effective, the managing body, in this case the Parish Council itself, needs to have a clear picture of what it is trying to achieve in each appraisal period (usually 12 months). The Clerk should be appraised at the outset of each "appraisal round" (Councillors will need to decide on who acts as the appraiser(s) in this meeting). This way, the Clerk can continue the appraisal process across the entire team, referencing the high-level, strategic aspirations of the Council in discussing individual's targets. For clarity, appraisals should never be used as part of a disciplinary or grievance process.

Stirchley and Brookside Parish Council

I would recommend that an appraisal system for Stirchley and Brookside should be run on an annual basis. Appraisals should take place in February each year. At this point, the strategic expectations and

Appendix I.

budgeting will have been set for the next financial year. As an added benefit, as many of the Council's "on-the-ground" operations will not be at their seasonal peak, the process need not be hurried.

The format

There are a vast range of appraisal processes that can be considered. I have worked with over half a dozen, and have reviewed several more, and feel that the format set out below could work well for Stirchley and Brookside Parish Council.

An appraisal meeting date should be agreed with at least 2 weeks notice. Each party should have an appraisal form to be completed with their thoughts in advance of the meeting. At the meeting itself, which should probably last no more than an hour, there should be discussion around each subject area within the appraisal paperwork. Once each area has been discussed, and the appraisal completed, the appraiser should copy up the record of the appraisal as soon as possible thereafter. The appraiser and appraisee should sign the paperwork and each keep a copy. A copy of the appraisal will also be held on the appraisee's personnel file and should/can be referred to during the appraisal-year to, help to ensure that the next annual appraisal meeting forms part of an ongoing process.

The form

The form (see below) is designed to cover corporate/strategic aims, team goals and then those relating to the individual. The form considers areas of high achievement, areas in need of attention, the setting of targets for the forthcoming appraisal period and agreeing any training or similar requirements. Once completed, the form is a "living document" and should not then be ignored until the next appraisal. *N.B. I have set out the form below in a condensed format to save paper)*

Resolution

That the proposed Appraisal System be adopted and reviewed after 12 months to assess its suitability.

Michael Turner

Parish Clerk

23 November 2020



Appraisal Form

This form should be used as the basis for discussions within an annual appraisal meeting. Both appraiser and appraisee should complete the form, to a greater or lesser extent, in advance of the meeting. The more information set down in advance, the more opportunity there is for meaningful discussion. Once the appraisal meeting has been completed, a final copy will form the record of the appraisal and should be signed by the appraiser and the appraisee. A copy of the completed form will be held on the appraisee's personnel file.

Name:

Position:

Date of appointment:

Years/months with the Council:

Date of appraisal meeting:

Section A – Corporate Goals

Corporate goals for the financial year 2021/2022

(to be completed by the appraiser, preferably in advance of the appraisal form being issued)

Section B – Your past performance

1. Looking back over the period since the last appraisal, what aspects of your job do you think you have undertaken well?
2. Looking back over the period since the last appraisal, what aspects of your job do you think you could have undertaken better?
3. Looking back over the period since the last appraisal, in what areas of your job do you think you have shown most improvement?

4. How would you rate your performance as part of the team since your last appraisal?

Section C – Future Targets

1. What are/should be the team targets for the coming year?
(to be completed by the appraiser, preferably in advance of the appraisal form being issued)
2. What are/should be your personal goals for the coming year?

Section D – Training

1. What training, if any, have you undertaken since your last appraisal, what did you learn and how have you applied it in your work?
2. What training do you think is critical or necessary to you carrying out your role in the coming year?

Section E – Health and Safety

Do you have any concerns relating to health and safety within your work?

Section F – Appraisee's comments

This section should be used to note any other information or general points that you feel should be recorded that do not fit within any of the other sections.

Section G – Appraiser's Comments

This section should be used to note any other information or general points that you feel should be recorded that do not fit within any of the other sections.

Appraisee's Signature:

Appraisee's Name (Block Capitals):

Date:

Appraiser's Signature:

Appraiser's Name (Block Capitals):

Date: