

## **Staff management/appraisal guide**

This is a very brief guide to appraisals and is for both staff and managers.

### **How do we arrange review/appraisal meetings?**

Always make sure staff are aware in advance when a meeting needs to take place and they know what the meeting is for. Always conduct one to one meetings in an informal environment.

It is up to managers to decide how often they will have these meetings. Some will meet weekly where they discuss a range of issues including performance, others may wish to do this less frequently. Meetings should be regular enough to give both parties an opportunity to raise anything important such as particularly good work, staff concerns or performance issues.

### **Timing of meetings**

The reason meetings should be carried out more than once per year is to ensure that for the financial and service plan year staff have clear workplans linked to the corporate plan and their service plans from April each year. There is also a requirement later in the year to review the workplan and progress made as well as looking ahead to what learning & development might be required in the future.

### **Preparation**

Both managers and staff should prepare for the discussion by thinking about issues/areas they wish to discuss and areas of concern they might want to raise. This should include the corporate priorities, the service plan and the work plan and how these link to individual jobs. Training and development needs should also be considered and discussed.

If you have any form of additional needs, physical or learning related you should take this opportunity to let your manager know including the details of any possible adaptations that you think may be required in your workplace. Discussing your needs in confidence with your manager will enable them to consider what support may be available for you.

The council's 'One Team responsibilities' and 'behaviours and values' should also be considered (see Appendix 2).

### **Do we have to get involved with appraisals?**

All staff and managers are required to participate in this process – it is not optional.

### **What should the review meeting cover?**

#### **General**

- a) Review of your progress against key tasks identified in the previous annual or other review

- b) Identification of any changes to your job description since the last review and amendment of the job description if appropriate.
- c) Identification and acknowledgement of your individual achievements. This could include qualifications, new capabilities, specific contributions you have made etc.
- d) Identification and acknowledgement of any concerns you and/or your line manager may have that directly affect your performance and investigation into processes to address concerns.
- e) Also to discuss issues regarding health & safety including general wellbeing. Any stress and/or equalities issues that have arisen.

### **Specific**

- f) Review of 'One Team' responsibilities and setting of objectives
- g) Agreement for your key objectives and actions for the next 12 months. This will include your key tasks to contribute to the sections Service Plan and Work Plan.
- h) Review of performance against the Council's values & behaviours and setting of objectives where relevant.
- i) Identification of your development needs to assist with achieving agreed objectives. This will include recommended activities the jobholder should undertake i.e. job shadowing, structured reading and what actions their line manager will take e.g. organise training, job rotation, special assignments etc.

### **Most importantly:**

Use the 'SMART' framework to set future objectives ensuring they are:

**S**pecific

**M**easurable

**A**greed

**R**ealistic

**T**imed

### **How should meetings be recorded?**

There is a one page record form for you to use to record a brief note of the discussions. It is good practice to have some kind of record to feed into the biannual reports (see back page for more details). It would be useful for the manager and member of staff to agree what is most appropriate for them. This might be a brief note of items discussed and agreed or something more detailed depending on the preferences and outcome of the meeting. You should encourage your staff to make their own notes.

### **How do I consider what development I might have?**

Effective training and development is key to working effectively and adapting to change. You should consider:

- What is it you will need to do in your role for the following year?

- Do you have sufficient knowledge and skills to achieve your objectives? If not, what would help you gain this?
- How useful was past training and development?
- What are future training and development needs likely to be i.e. to meet demands placed by forthcoming legislation or changes?

### **What types of development are available for me?**

Improving your knowledge and skills may not always mean you attending a training course. There are lots of ways of improving skills and knowledge such as:

- mentoring by peers
- work shadowing
- structured reading
- short or long term secondments including other authorities and/or other sectors

Obviously training courses are the most commonly used method but you should consider a range of methods to suit your requirements.

Each area has a learning & development plan as part of the service planning process where they will need to outline training requirements in order for the training budget to be allocated prior to the beginning of the financial year.

There may be other requirements which crop up midyear but these may not be funded until the following financial year.

Training Request Forms still need to be completed when the actual training is due to take place.

### **What if a manager has concerns about performance or behaviour?**

Managers should discuss this with staff as and when any issues arise and they may also discuss this again at the appraisal meeting.

The process is designed to support everyone in achieving a high standard of performance so if there are things going on that are preventing staff from doing this they should discuss them with your manager as soon as possible. If concerns cannot be resolved consideration may be given to using the capability procedure to assist in resolving any issues.

### **What is the Capability Procedure?**

Where an employee's ability to perform the duties of their post, in terms of skill, aptitude etc is giving rise to concern, the situation will be investigated and action taken in consultation with the employee. This is usually in the form of an agreed action plan to improve on areas of concern.

This procedure does not apply to those matters of conduct which are rightly dealt with under the terms of the Disciplinary Procedure and will not delay or prevent action being taken where Disciplinary Proceedings are appropriate.

## **The Bigger Picture**

### **What are the Council's key priorities?**

We have 4 priorities in the Corporate Plan which are:

- 1.Revitalising & promoting our town and rural borough
- 2.Safe, secure homes and neighbourhoods
- 3.Promoting greener & healthier communities
4. Delivering better Council services to you with less money

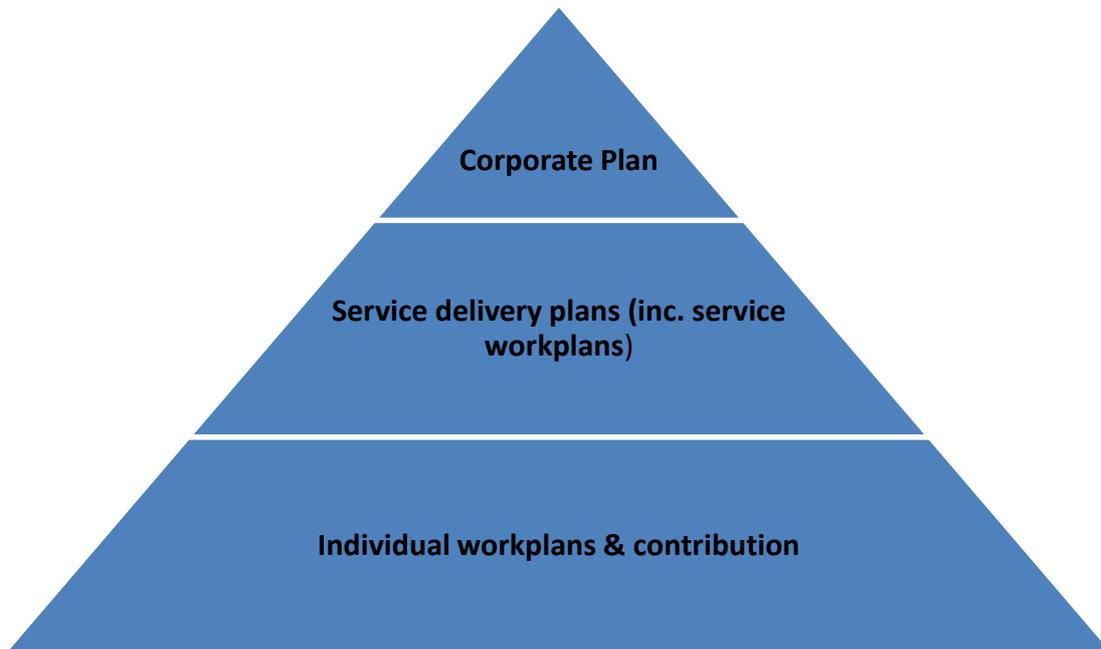
The Council also has a Transformation programme which is designed to deliver improvements to our services and necessary changes and efficiencies to deliver savings required over the Medium Term Financial Strategy to ensure financial sustainability into the future.

### **How does 'my performance' fit into the wider management of the Council's performance?**

Individual and team performance is driven by the Council's key priorities which are set out in the Corporate Plan. Our objectives and priorities reflect the pledges made to the people of Boston and key commitments drawn from other strategies and legislative requirements.

Our corporate and service objectives provide a framework for monitoring performance across the organisation. Performance against targets is monitored and reviewed quarterly through performance updates at CMT, Performance Clinic, Scrutiny committees and Cabinet.

Our performance management process cascades in three steps from the corporate level, through service delivery plans, to individual performance. This approach establishes a 'golden thread' connecting our corporate objectives with individual performance.



**What forms need to be completed?**

Just one, 1 page brief record form. We have removed the requirements to complete any other forms for this process. However, section managers are required to report formally i.e. in writing, to their Head of Service or CMT manager (whichever is their direct report) bi-annually on staffing matters in general within their teams. Heads of Service must also report on their direct reports to their CMT manager. The format of this report is entirely at the discretion of the manager but must include; a review of the L & D plan, what has and has not been successful, any areas of concern, any particular outstanding achievement and any other relevant information relating to the staff under their management. Where concerns exist managers must include how these concerns are being addressed. Clearly these issues should already have been discussed with the individuals in question and action plans be in place.

These reports should be sent to the relevant person in September and March annually.

**People Services  
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