PORINGLAND PARISH COUNCIL

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Performance Management and Appraisal Policy

Policy Reference	PPC 23
Version Number	2
Associated Documents	• Staff Handbook • PPC8 Code of Conduct – Staff • PPC21 Capability Policy • PPC20 Disciplinary Policy • PPC2 Grievance Policy
Last Review Date	July 2025
Frequency of Review	Two Years
Approved by	Full Council
Date for Next Review	July 2027

This is a non-contractual policy that does not require approval from employees before changes are made. Staff will remain bound by amended non-contractual policies.

PERFORMANCE MANAGEMENT AND APPRAISAL POLICY

Introduction

The Council aims to be an efficient and effective Council, and an employer of choice operating to high ethical standards, policies and processes.

The aim of this policy is to define the framework for performance management and appraisal, which is compliant with the letter and spirit of the law and aims to promote equality and diversity in the workplace. The purpose of this policy is to guide managers and employees in the management of performance using tools, techniques and processes which are consistent with its values and comply with legal requirements.

The effective management of the performance is critical to the Council achieving its objectives, and also provides employees with direction and purpose. The Council aims to ensure that performance management promotes employee morale and motivation, and supports personal development.

This policy applies to all employees of the Council.

Employee responsibilities

Employees are expected to:

- read, and have a good understanding of the performance management policy;
- ensure that their performance meets the requirements of the role and any targets agreed;
- contribute actively to performance reviews, including undertaking self-assessment;
- ensure that they make their line manager aware of any mitigating circumstances that could affect their performance;
- proactively identify development issues and opportunities, and ways in which their performance can be improved.

Management responsibilities

Management will:

- take overall responsibility for the effective management of performance of staff reporting into him/her;
- carry out regular one to one meetings with staff to discuss their performance and training needs throughout the year;
- conduct an annual performance management review / appraisal with each member of staff reporting into him/her;
- manage under performance effectively through the performance improvement policy and procedure and/or disciplinary measures.

Objectives

At the start of each review year the line manager and employee will agree and record work objectives and performance standards. An employee's objectives will identify the work outputs required of the employee during the period under review. Objectives will normally relate to the achievement of Council goals or process improvements, and should be written in such a way as to be specific, measurable, achievable, realistic and time-bound *(*SMART*).* If, during the course of the year, work objectives need to be amended to represent changing circumstances or duties, this can be agreed between the line manager and the employee.

Competencies
Competencies in this context are the behaviours that employees must have, or must acquire, to input into a situation in order to achieve high levels of performance. Performance against objectives and competencies will form the basis of any performance management review.

Performance reviews
An employee's performance will be reviewed throughout the year, rather than a 'one off' discussion at the end of each performance year. The frequency of meetings, formal or informal, required for effective performance management will be determined by the experience of the employee in the post, and the degree of regular interaction that occurs between the manager and the employee.

In preparation for a performance review, the employee and manager should ensure they obtain feedback from other people with whom the employee works (e.g. another manager, colleague, customer, external partner organisation), and the employee should complete a self-assessment, making notes to inform the review discussion.

At a performance review, the manager and employee should agree:

- performance against objectives and competencies (as contained within the Council's Competency Framework) in the period under review, noting achievements and learning points;
- amendments required to the objectives
- priorities for the next reporting period;
- strengths and development areas;
- training needs.

In assessing the performance of an employee, managers will take account of the employee's level of experience, and the way in which the objectives were achieved, i.e. whether competencies were demonstrated and at the required level.

End of year review/appraisal
At this review, the line manager and the employee will discuss and agree:

- overall performance against objectives and competencies for the year
- any strengths or development areas identified
- action plan, including training needs

At this meeting, the manager and employee will also agree a short, written assessment of the employee's overall performance.

- ✓ Appraisals are essential for the effective management and evaluation of staff.
- ✓ Appraisals help develop individuals, improve organisational performance and feed into strategic planning.
- ✓ Annual performance appraisals enable management and monitoring of standards, agreeing expectations and objectives, delegation of responsibilities and tasks, and career and succession planning – for individuals and the Council as a whole.
- ✓ Performance appraisals are also important for staff motivation, attitude, and behaviour development, communicating and aligning individuals and Council aims, and fostering positive relationships between management and staff.
- ✓ Performance appraisals form part of the performance management of employees.

- ✓ Line managers are crucial in this system in ensuring that their team members know and understand what is expected of them.

Recognition
The Council strongly encourages the recognition and where appropriate, reward of high standards of performance and behaviour aligned to Council objectives and values.

Managing under-performance
The line manager will aim to take prompt action regarding under-performance.

If an employee's performance is not meeting the required standard, it is important to understand the reasons behind the under-performance, as this will determine the course of action to be taken.

Most employees will have development needs, e.g. skills, behaviours or knowledge that they need to acquire in order to carry out their work effectively and/or in response to changing working practices. These may be general in nature, such as the need to improve management or communication skills in order to perform effectively at a particular level; or more specialised, such as the ability to carry out a detailed process or operate a particular piece of equipment. The Council encourages employees to identify their own development needs in response to Council needs, and to work with their line manager to meet these.

If the employee is unable or unwilling to address a development need, there is likely to be a requirement for action under PPC21 Capability Policy. This may involve the use of a Performance Improvement Plan.

In circumstances where under-performance results from deliberate carelessness, insubordination, or neglect, there is likely to be a requirement for action under the Disciplinary Policy & Procedure.

Resolving differences
If the employee and line manager cannot agree on the assessment of the employee's performance, the Chair of the Council or an external professional party may be asked to resolve any differences. The prerequisite is a fair knowledge of the employee's work combined with appropriate seniority and experience.

If an employee is still dissatisfied with the outcome of their performance review, he/she is entitled to raise a grievance which should be in writing and explaining the reasons for their dissatisfaction, within 10 working days of the outcome. Please refer to the Council's Grievance Policy & Procedure.

Record keeping
A copy of the performance review and where applicable, any supporting documents will be kept on the employee's personnel file. This documentation will be treated in the strictest confidence and will be processed fairly and lawfully.

Reporting
After all appraisals have been carried out the Clerk will produce a report for the HR Advisory Committee with a generic overview of the appraisals and the training needs identified.

Confidentiality will be respected, and the report will seek only to summarise matters. The pre-appraisal form and post-appraisal form will not be submitted as part of the report to the HR Advisory Committee.