

## **PERFORMANCE MANAGEMENT AND STAFF DEVELOPMENT POLICY**

### **1 Introduction**

The professional development of all staff is a key component in the organisational development of the Council and it aims to enhance the collective and individual effectiveness of staff to:

- 1.1 provide a high quality service which meets the needs of members, residents and other stakeholders;
- 1.2 support the strategic objectives of the Council.

### **2 Policy**

Great Baddow Parish Council is committed to ensuring that all staff are encouraged and given support to develop their skills and knowledge to meet the demands of the present and the challenges and opportunities that lie ahead.

In particular, staff will be supported in their continuing professional development to ensure the Council meets its strategic objectives.

### **3 Aims**

To support the process of organisational development the Council aims:

- 3.1 To provide staff with the opportunity for formalised structured feedback on performance
- 3.2 To communicate to all staff, through dialogue and discussion, the corporate goals of the Council and to assist staff to set objectives and develop action plans which are consistent with the goals of the Council
- 3.3 To provide a structured process for identifying training needs and to support staff to achieve relevant qualifications
- 3.4 To provide a programme of appropriate training and development
- 3.5 To support the process of organisational development
- 3.6 To encourage staff in their continuing professional development and to contribute to the personal and career development of staff

## **4 Scope**

The policy applies to all members of staff employed by Great Baddow Parish Council.

## **5 Procedures**

- 5.1 Performance Management is a continuous cycle of objective setting, feedback, development and review. This is a two way process and the exchange of ideas will be incorporated into the formal process.
- 5.2 The Staff Development and Appraisal System is the main management process through which the Council will implement its commitment to the training and continuing development of all staff in relation to its stated objectives and staff development policy. All employed staff participate in the process.
- 5.3 The function of the appraisal process is the determination of jointly agreed performance objectives and the identification of training needs.
- 5.4 The core of the appraisal system is an interview between the appraiser and the appraisee and covers the individual's responsibilities and duties. The interview should be seen as a two way process and is intended to provide an opportunity for individuals to put forward their future plans and aspirations as well as to raise any problems they may have with particular areas of work.
- 5.5 The appraisal, where possible, should reinforce the satisfactory aspects of a member of staff's performance. It should seek the improvement of less satisfactory activities by identifying steps which can be undertaken before the next appraisal and which can then be listed on the appraisal form and reviewed when the next appraisal takes place. If there are criticisms to be made, the appraiser should show that they have a basis in fact and are not the product of vague rumour or personal feeling.
- 5.6 Appraisal meetings are held annually with progress reviews conducted mid way through and at the end of the appraisal cycle prior to the setting of new objectives.
- 5.7 All staff can reasonably expect to be given the opportunity to undertake programmes of development agreed during appraisal or review which reflect the demands for Council services, occupational needs, market opportunities, organisational requirements and the aspirations of individuals. Priorities, however, as determined by the Council, operational requirements and the available budget, will ultimately determine the nature, direction and participation levels for staff development activities.

## **6 Confidentiality**

- 6.1 All sections of the appraisal form are open to the appraiser and appraisee. The form itself is confidential to the appraiser, the appraisee, the Clerk of the Council and the Chairman of the Council. The appraisee retains the original of the appraisal form and the Clerk

holds a copy. The appraiser may at each cycle of appraisal consult the last appraisal form held by the Clerk.

- 6.2 The copies of the appraisal are kept in confidence so long as the appraisee remains an employee of the Council. On resignation or retirement the copies will be destroyed in line with the Council's Document Retention Policy. It is of course open to a member of staff to refer to his or her appraisal in any communication with the Council.

## **7 Review**

This policy and procedures will be subject to a three-year review.

25<sup>th</sup> January 2010

# Appendix 1

## Procedure for Conducting Appraisal

\*Line Managers who conduct appraisals on a rolling programme will determine appropriate timescales

No	Procedure	Responsibility	Timescale*
1	Copies of appraisal forms are available from the Clerk of the Council	Line Manager	Mid March
2	Appraiser to issue appraisal preparation form and set date for appraisal meeting	Line Manager	End March
3	Appraiser and Appraisee to complete, copy and exchange respective appraisal preparation forms	Line Manager/Member of Staff	One week prior to appraisal meeting
4	Appraisal meeting to be arranged, conducted and recorded. Appraisal meeting record to be signed and dated by both parties	Line Manager	Mid May
5	Appraisal meeting record to be passed to reviewing manager	Line Manager	Mid May
6	Appraisal meeting record to be monitored to ensure objectives agreed are fair and achievable. Form to be countersigned, dated and returned to appraiser	Reviewing Manager	Mid May
7	Appraisal meeting record to be filed in a secure place and copy provided to Appraisee	Line Manager	Mid May
8	Copy of appraisal meeting record to be passed to the Clerk of the Council	Line Manager	End May
9	Commence action on agreed objectives and approved training	Line Manager	As soon as possible
10	Appraiser to set date for progress review against agreed objectives	Line Manager	December
11	Progress review meeting to be arranged conducted and recorded by Appraiser. Progress review record to be signed and dated by both parties	Line Manager	End January
12	Progress review record to be filed in a secure place and copy provided to Appraisee	Line Manager	End January
13	Review and evaluate progress and recommence appraisal	Line Manager	Mid March

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### Failure to Agree Objectives

1	Appraiser to refer matter to reviewing manager along with copy of all accompanying appraisal documentation	Line Manager	Immediately
2	Reconvene appraisal meeting in presence of Appraiser and Appraisee. Appraisal meeting record to be signed and dated by all parties	Reviewing Manager	One week
3	Proceed to stage 7 of appraisal procedure		Immediately

### Where Agreement Still Not Reached

1	Differences to be signed, recorded and dated by all parties	Reviewing Manager	One week
2	Appraisal meeting record to be filed in a secure place and copy provided to Appraisee and Clerk of the Council	Line Manager	Immediately
3	Proceed to stage 9 of Appraisal Procedure		As soon as possible

### Staff Responsible to more than one Manager

1	Where a <b>substantial</b> part of a member of staff's job role/responsibilities is under the supervision of someone other than the Line Manager, an arrangement will be made to meet and agree objectives with the other Manager and incorporate these in a separate appraisal meeting record	Functional Manager	As Appraisal procedure
2	Normal appraisal procedures will apply		