
Appraisal Review

Committee considering report:	Overview Scrutiny Management Committee
Date of Committee:	29 November 2022
Portfolio Holder:	Councillor Tom Marino
Report Author:	Paula Goodwin
Forward Plan Ref:	OSMC

1 Purpose of the Report

This report is an information only report for the purposes of updating on the appraisal process for OSMC on the 29th November 2022. The current policy and form is attached at Appendix A.

2 Recommendation

This is an information only report. Corporate Board and Operations Board, and OSMC are asked to consider and feedback on the information provided within the report.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	None as this is an information only report. However should there be consideration for any need to develop an online system for the collation of appraisal data a cost would need to be factored in to enable that to happen along with appropriate project management.
Human Resource:	The activity stated within this report is completed as BAU activity at present. Managers are provided with training using Learning Time (online training) and any changes to the process will need to be considered in terms of education, communication and consultation with staff and trade unions. This is an information only report so there are no direct implications from the outcome of the report.
Legal:	None

Risk Management:	None			
Property:	None			
Policy:	All information provided in the report take account of the relevant WBC policies and procedures. Changes will require consultation with staff and trade unions.			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		This is an information only report.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		This is an information only report.
Environmental Impact:		X		None
Health Impact:		X		None
ICT Impact:		X		None
Digital Services Impact:		X		None

Council Strategy Priorities:		X		This update report provides information that supports the Workforce Strategy and HR BAU activity to meet Council priorities.
Core Business:		X		This update report provides information that supports the Workforce Strategy and HR BAU activity to meet Council priorities.
Data Impact:		X		None as all data is anonymised.
Consultation and Engagement:	Corporate Board Operations Board Service Director, Strategy & Governance Portfolio Holder with responsibility for Internal Governance OSMC			

4 Executive Summary

- 4.1 This report is for information and has been written at the request of members of OSMC to provide an update/review on the current appraisal process.

5 Appraisals

- 5.1 WBC requires employees to have an annual appraisal. The annual appraisal, and 6 monthly reviews, are utilised to ensure that there is a balance between the strategic objectives of the Council, the respective service and to help staff development. A copy of the current Corporate Appraisal Form and Policy can be seen in Appendix A. Some of the key elements included in the appraisal are so that employees and line managers:
- Review achievements in the past 12 months against the objectives set at the last appraisal meeting, the six-month review and/or other objective-setting meeting;
 - Review individual competencies against the WBC standards framework for employees and, where appropriate, the WBC standards for leaders and managers;
 - Determine SMART objectives for achievement over the next year. For managers these will include targets related to Corporate Health Indicators and Key Performance Indicators;
 - Review learning and development over the past 12 months, and identify current and future learning needs and how these will met over the next period (the Personal Development Plan);

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- Discuss other factors relevant to work performance and planning (career aspirations, retirement plans, etc).

- 5.2 New employees have objectives set as part of their probation review period (six months or one year depending on the post). Once probation is completed employees' should then have an appraisal meeting and the Appraisal Policy utilised from that point on. Appraisal data is monitored regularly to ensure as high as percentage as possible of staff have an appraisal annually. This data being the dates appraisals take place rather than the content of the appraisal being held centrally and monitored. Appraisal paperwork is held between the line manager and employee. There are no mechanisms at present for the electronic recording of employee appraisals or PDP's and there is also no central record of what objectives are being set along with learning undertaken as part of the PDP process. It is for managers to ensure objectives are set and are SMART and connect to Council objectives and priorities and to ensure that employees are meeting objectives following a mid-year and end of year review. PDP's are reviewed at the same time.
- 5.3 Current data for percentages of appraisals completed are shown in the table below Table 1. The WBC target is set at 90% of staff to have had an appraisal within the previous 15 months and there is a continual push from senior managers to support this happening. Directorates can and have been provided with lists of missing data to chase up appraisals where a date is not shown within services. Very often this is down to not recording dates in My View (Resourcelink – HR and Payroll System). The data below shows a RAG rating. The RAG is Red "under 90%", amber "between 90 and under 95" and green "95 and over". This matches with the thresholds which KPI reporting uses.

Table 1.

Appraisal/1:1 Completion rates	Mar-21	Sep-21	Mar-22	Sep-22
CEO and Support	100	100	100.00	100.00
People	77.27	67.17	83.62	85.48
Adult Social Care	80.88	70.83	81.84	91.18
Children and Family Services	90.26	62.09	84.56	81.88
Communities and Wellbeing	82.89	73.08	83.75	84.62
Director & Support (People)	100.00	66.67	66.67	33.33
Education Services	54.95	60.43	86.80	77.84
Place	86.77	74.46	90.94	77.04
Development and Regulation	88.57	66.67	88.27	71.35
<i>Development and Planning</i>	-	59.70	85.00	78.69
<i>Housing</i>	-	87.80	100.00	97.14
<i>Public Protection</i>	-	63.72	85.71	55.68
<i>Service Director - D&R</i>	-	100.00	100.00	100.00
Director & Support (Place)	-	100.00	100.00	50.00
Environment	92.90	85.91	94.44	84.72
<i>Service Director - Environment</i>	-	100.00	100.00	100.00
<i>Transport and Countryside</i>	-	85.81	94.41	84.62
Resources	74.29	61.90	92.54	83.96
Commissioning and Procurement	91.30	86.36	95.83	92.00
Finance and Property	72.58	58.26	81.65	68.47
ICT	65.38	56.52	97.67	97.56
Strategy and Governance	79.78	63.36	100.00	93.04
<i>Audit</i>	-	100.00	100.00	50.00
<i>Customer Engagement & Transformation</i>	-	75.44	100.00	93.75
<i>Human Resources</i>	-	62.16	100.00	91.18
<i>Legal and Democratic</i>	-	38.71	100.00	100.00
<i>Service Director - S&G</i>	-	100.00	100.00	100.00
Grand Total	78.99	67.73	87.17	83.20

5.4 The current appraisal process and policy was developed for WBC in 2007 and has had some minor changes along the way. The process detailed is not uncommon in a local authority and is not linked to pay as increments are based on automatic annual progression rather than performance which is also standard practice within local government. Therefore the purpose of an appraisal at WBC is to ensure staff are provided with clear objectives that connect to WBC objectives as well as guiding employees through potential future development. Feedback is critical to this process and although 360 degree feedback is uncommon at WBC is an option within the policy. A 360 degree review aims to collect feedback from all an employee's touchpoints, so their managers, colleagues, subordinates and even customers. This method is not dependant on just one person's view of the employee and the extra feedback elicited about the worker gives a more balanced view of them in their day-to-day role.

5.5 It is also important to ensure managers and staff are clear on how appraisals should take place and training is provided using Learning Time (an online Learning System). Getting the appraisal process right ensure the performance of the organisation and

there is no evidence to suggest that WBC is not a performing Council based on KPI's that are provided to Officer and Members as part of the performance management arrangements.

- 5.6 Having an appraisal at WBC takes place twice a year where objectives are reflected on at a year end appraisal and new objectives set for the following year. A six month review takes place around October each year where progress can be considered between manager and employee around objectives and development reviewed. The current responsibility for arranging the meeting, writing notes and feeding back to the employee is undertaken by the manager. Some organisations have taken a view that self-reflection on performance is more helpful and that the responsibility for development should sit with the employee with support from the manager rather than the manager determining how that should happen. There is no right or wrong answer to either approach as the key is in ensuring appraisals take place and quality time is made for the process including planning without disruption at each meeting. Staff at WBC are having appraisals according to the data provided at Table 1 within the report. What is not known is whether staff feel they require further training and whether they feel that the appraisal process is undertaken consistently and effectively. This is something to consider gaining feedback on that can support any proposed changes to the process.
- 5.7 More informal appraisals processes seek to provide much more frequent – even ongoing – appraisal of performance rather than twice a year reviews. WBC already promote the use of 121's. This might be an alternative to the use of reviews that happen less regularly where changes to objectives might be better placed to be amended more regularly. This also provides a more regular reassurance to employees about direction of travel and performance can be checked more regularly, and managed where required. These meetings are also more likely to be less formal than the annual appraisal, and proponents claim that they engender a coaching management style, rather than an authoritative or coercive one. This they argue, along with the frequency and the informality, make them are a more successful appraisal system.
- 5.8 The best appraisal systems identify objectives and KPIs so that both manager and employee can agree goals and timescales that need to be met. Agreed and well defined aims and goals provide an easy way of measuring success or failure. WBC require SMART objectives to be set which is a methodology used by many managers in setting objectives and is a proven method of setting effective objectives. Training is provided on this approach.



5.9 WBC do not have an electronic method of administering and collating appraisals and PDP's. At present the only data held centrally relates to dates of appraisal meetings. This is being reviewed as part of the procurement of a HR and Payroll system where a performance management system is being requested as part of the contract. If procured such as system will be implemented in 2024. There is no current alternative option to collate and report on more detailed PDP and appraisal data at this time.

6 Conclusion

The contents of the report are for information for OSMC on the 29th November 2022. It is concluded that the current appraisal process at WBC appears to be working effectively with organisational performance being achieved. Regular appraisals are taking place and employees are given an opportunity to have clarity on objectives and diction of travel and discuss personal development in accordance with the current policy. Training is provided to managers and employees around the process and policy and there are no issues raised by managers, employees and trade unions around the appraisal cycle. In order to improve what is already working it is considered that a reduction in administration of the process be considered as well as the ability to provide more detailed information to the organisation on employee performance, development being considered and how a return on investment might be seen along with an ability to support rising stars and those who might also be struggling more quickly. This will require investment in budget for an appropriate system along with resource to support training/education on any process and system changes. It is also worth considering a staff feedback survey on likes and dislikes of the current process and policy and whether improvements could be made. Any changes made to the process or policy would require

consultation with trade unions. It is also considered an option to further support a wider range of feedback for certain roles such as 360 appraisals for more senior roles to ensure a broader range of feedback is available to support approaches to delivering objectives and behaviours.

7 Appendices

Appendix A - Corporate Appraisal Policy and Form Template

Subject to Call-In:

Yes: ☐ No: ☒

The item is due to be referred to Council for final approval ☐

Delays in implementation could have serious financial implications for the Council ☐

Delays in implementation could compromise the Council's position ☐

Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months ☒

Item is Urgent Key Decision ☐

Report is to note only ☐

Officer details:

Name: Paula Goodwin
Job Title: HR Service Lead
Tel No: 07385 413479
E-mail: paula.goodwin1@westberks.gov.uk

Employee Performance Management Policy and Procedure

Appendix A

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1. Purpose

1.1. The purpose of this policy and procedure is to ensure that the work performance and learning needs of every employee of West Berkshire Council are managed effectively and fairly.

1.2. The policy has been the subject of consultation with trade unions and representative heads of service, and has been approved by the Chief Executive and the Personnel Committee.

2. Applicability

2.1. This Policy applies to all non-school based employees working for the Council, including those working from home or at non-Council locations.

2.2. This policy does not apply to directly employed teachers, who are subject to a separate [teacher appraisal procedure](#).

2.3. It is the responsibility of each employee to familiarise themselves with and adhere to this policy.

3. Policy

3.1. The Council recognises that employees perform most effectively when they have clear expectations of their job role and purpose, their own targets or objectives, and of the wider aims of the service and the organisation.

3.2. The Council will ensure that every employee with a minimum of 12 months' service has a performance appraisal meeting at least once in every 12 months, at which previous performance and learning will be reviewed and targets for the future will be set.

3.3. The Council will ensure that managers meet employees on a regular basis to discuss progress towards targets set at the annual appraisal meeting, to discuss work programmes, and to raise any other work-related issues.

3.4. The Council will ensure that managers are appraised taking into account the relevant WBC leadership and management competency standards.

3.5. The Council will ensure that managers and employees have access to appropriate training and development to enable them to carry out their roles effectively with respect to employee performance management.

3.6. Underperformance of employees which cannot be satisfactorily addressed through the EPM Procedure will be managed through the Performance Capability Procedure.

4. Implementation

4.1. The policy will be implemented through procedures for appraisals and one-to-one meetings, with template documentation, and supported by mandatory training for all employees on employee performance management.

5. Roles and Responsibilities

5.1. The overall responsibility for Employee Performance Management within WBC rests with the Chief Executive.

5.2. The Head of Human Resources is responsible for maintaining and reviewing this policy in line with changing legislation and codes of practice.

5.3. Heads of Service are responsible for;

- Achievement of corporate health indicators for appraisal;
- Overseeing the development of staff within the service;
- Contributing to corporate plans for staff training; and
- Allocating their own training budgets fairly to meet development needs for staff in their service.

5.4. Managers are responsible for;

- Ensuring that new employees have work targets and objectives set as part of induction;
- Appraising the performance of employees (with at least 12 months' service) at least once per year and assessing performance against objectives and against the WBC competency framework standards;
- Ensuring that appropriate learning and development activities are planned and available to employees to address learning needs identified during the appraisal process;
- Meeting employees on a regular basis to review progress (one-to-one or supervision meetings); and
- Entering into MyView the date of each annual appraisal they complete.

5.5. Employees are responsible for;

- Taking an active role in reviewing their own performance and target setting; and
- Taking up learning and development opportunities and for managing their own learning.

5.6. Human Resources are responsible for;

- providing advice and guidance to managers on implementing the performance management policy;
- ensuring that appropriate training and development is available for managers and employees; and

- monitoring and reporting on appraisals against the corporate health indicator.

6. Failure to comply with the Employee Performance Management Policy

6.1. Failure to comply with this policy may lead to a lack of clarity over job role, learning needs or expected standards of performance, resulting in reduced effectiveness or efficiency, underperformance and putting service delivery at risk.

6.2. Compliance with the annual appraisal process is measured as a corporate health indicator.

7. Training

7.1. All managers and employees must complete [e-learning](#) on appraisal and employee performance management as part of their induction.

7.2. Refresher training should be undertaken every three years. This should normally be by [e-learning](#) for both managers and employees.

8. Annual Appraisal meeting

8.1. Every employee of WBC must meet his/her manager once a year to have an appraisal interview.

8.2. The purpose of the appraisal interview is to;

- Review performance over the previous 12 months
- Set performance targets/objectives for the next 12 months
- Review learning and development needs and plan how to address them.

The appraisal meeting may also be used to discuss career plans, including any plans for retirement.

Outcomes of the annual appraisal meeting must be recorded in writing and signed by the manager and employee. Appraisal record forms are available for;

- Employees (not social care workers) ([corporate appraisal form](#))
- Social care workers ([Social care workers appraisal form](#))

Each section of the form should be completed in full.

9. Reviewing and assessing performance at the appraisal meeting

9.1. The appraiser and appraisee should consider;

9.1.1. the achievement of individual objectives set at the last appraisal;

9.1.2. other significant achievements during the year;

9.1.3. how these have been achieved;

9.1.4. how the employee has demonstrated the competencies expected of WBC employees and, where appropriate, WBC leaders and managers (see appendix);

9.1.5. learning and development, and how this has affected performance.

10. Setting objectives

10.1. Appraisal objectives should be SMART – Specific, Measurable, Achievable, Relevant and Time-bound. Additional guidance is available on [setting SMART appraisal targets](#) .

10.2. When setting objectives;

- For managers, these should include objectives related to the achievement of relevant Key Performance Indicators (KPIs) and Corporate Health Indicators (CHIs);
- For all employees, consider the principles and priorities set out in the Council Strategy;
- Each objective should be rated High or Medium (identify no more than 3 or 4 with High importance) in order to ensure that work focuses on the priorities;
- New objectives may be added at the six month review meeting .

10.3. Managers should consider how they will measure performance in the coming year. The criteria for measuring performance should be discussed and, if possible, agreed with the employee at the appraisal interview.

11. New employees

11.1. New employees should be set objectives as part of their induction (the relevant sections of the appraisal record form can be used to do this) and will have performance monitored under the Probationary Procedure during the first six months.

11.2. Employees who have transferred internally into a new post in the Council should be set objectives as part of their induction into the new role. Their performance should be managed under the Employee Performance Management Procedure

11.3. This information, together with the job description and work programme (where appropriate) will be used for the first appraisal which should take place in accordance with the appraisal timetable in the service.

11.4. The first appraisal should always take place within one year of the date of appointment.

12. Timing of appraisal

12.1. Appraisal interviews for senior managers should take place in March or April each year. This is to allow objectives for the following year to be linked to the Service, Directorate and Council Plans. This may only be varied where service planning is to a different timetable (e.g. in Education Services).

12.2. Appraisals for other employees should take place as soon as possible after senior manager appraisals have taken place.

13. Signing off the appraisal

13.1. The appraising manager should complete the Appraisal Form and provide a copy to the employee, normally no later than 10 working days after the appraisal meeting.

13.2. The employee should add his/her comments as required and return the Appraisal Form to the manager, normally within 10 working days. The manager should provide a copy to his/her manager.

13.3. The manager's manager should add comments as necessary before signing and returning the form to the appraising manager, normally within 10 working days of receipt of the form. Approval of the form includes approval of the objectives set for the appraisee.

13.4. The appraising manager should provide a copy of the final form to the employee and retain a copy for his/her records. Records should be kept according to the protocol in the service.

14. Self-assessment

14.1. Employees who are appraised should take time to reflect on their performance over the previous year. Employees should consider which objectives have been met and why; which objectives have not been met and why; how they have demonstrated the expected competencies; and evaluate the learning undertaken during the previous year.

14.2. The Appraisal Form has areas for appraisee comments at each stage. Employees may find it useful to complete these sections in draft before the appraisal meeting as part of their self-assessment. They may also find it helpful to provide a copy to their manager before the meeting to help facilitate discussion. However, this is not obligatory.

15. Using the WBC Competencies

15.1. The WBC Competency Framework Standards set out the behaviours which all employees are expected to demonstrate. Managers are expected to demonstrate additional competencies, as set out in the framework, which are important for effective performance as a manager within the Council.

15.2. The review of competencies can be used to support setting performance objectives and to identify areas for development.

15.3. Each service/team will have its own requirements and managers will need to interpret the competencies in the context of the individual job, the team and the service they work in.

16. One-to-one/supervision meetings

16.1. Managers should hold one-to-one meetings with all employees on a regular basis. It is recommended that meetings are held every four to six weeks (or within locally agreed time frames where appropriate).

16.2. In social care settings one-to-one meetings are replaced by 'supervision' meetings with a similar frequency. Separate guidance is available to ensure that supervision is carried out effectively to support service delivery standards and professional development.

16.3. Outcomes should be recorded by the manager in writing and countersigned by the employee. A model [one-to-one form](#) is available. A template supervision form is available for use in social care settings.

17. Six month review meetings

17.1. A meeting should normally be held to formally review progress against performance and learning objectives six months after the appraisal. The model appraisal form includes a column to record outcomes after six months.

17.2. The six month review is an opportunity to agree new performance and learning objectives if appropriate. An expanded 'one to one' meeting will be normally used to hold the six months review.

17.3. In services where detailed supervision sessions replace the regular one-to-one meetings it is not compulsory to hold an additional six month review.

17.4. Objectives should be reviewed at the six months review and modified where appropriate. This will normally be where the employee will not be able to achieve the objective for reasons outside his/her control; for example, where there have been significant changes to circumstances which could not have been anticipated at the time of setting the objective or where a target was particularly stretching and very significant achievement has been made which just falls short of the goal. Where a manager believes that it is appropriate to make such a change to objectives after the six month review, he/she should discuss this with the employee at a one to one and record the revised objectives.

18. Personal development plans

18.1. An important outcome of the appraisal interview is to record the learning objectives for the employee in the coming year. The model appraisal form includes a section to record the Personal Development Plan (PDP).

18.2. The manager should bring to the appraisal some ideas about the employee's learning needs derived from the Service, Directorate and Council Plans. This is called "top down" learning. The employee should bring to the appraisal some ideas about learning that is personal to his/her circumstances ("bottom up" learning).

18.3. The learning needs of employees identified in the PDPs should be summarised by the Head of Service and used to develop the service Learning and Development Plan.

18.4. Not all learning and development activities will attract a cost. However, services have limited training budgets and, where training needs are identified that require funding, training may have to be delayed, or alternative ways of development determined, depending on the cost, priority, and relevance to achieving service targets. The responsibility for making such decisions rests with the Head of Service.

19. Career aspirations

19.1. The appraisal is an opportunity to discuss wider career aspirations with an employee. The benefit of this discussion is to allow an experienced manager to offer advice on medium or longer term career issues to employees of all ages. It

will also offer an opportunity for employees who are nearing the age where they may take their retirement pension to discuss plans for retirement or pre-retirement changes to work patterns (e.g. flexible retirement or part-time working).

19.2. No employee is compelled to discuss career/retirement aspirations with their manager if they choose not to. Any discussion that does take place should be of a supportive nature.

20. Job descriptions

20.1. The appraisal interview is a good time to discuss the relevance of the current job description. If managers do not review job descriptions at appraisal they should find another time in the year to do so (e.g. at an away day or service planning event).

21. 360° feedback

21.1. It can be useful for managers to be provided with feedback on performance and management style from those they manage and from their peers, as well as from more senior managers. This is known as 360 degree feedback, and is recommended particularly for senior managers (third tier¹ and above).

21.2. Advice should be sought from HR on gathering and using 360 feedback.

¹ Third tier managers – all managers who report directly to a Head of Service

22. Summary of Employee Performance Management Cycle

<u>April/May</u> Appraisal meeting	<ul style="list-style-type: none">• Review performance and learning over past 12 months• Set work programme, targets/objectives and standards for next 12 months• Agree learning and development objectives and opportunities for next 12 months
<u>Every 4-6 weeks</u> One-to-one (or supervision) meetings	<ul style="list-style-type: none">• Discuss and set short term objectives and review progress on longer term objectives• Raise any other performance/attendance issues or employee concerns
<u>October/November</u> Six-month review meeting	<ul style="list-style-type: none">• Review progress towards targets/objectives• Reset objectives and work programme as necessary• Review learning and development

23. Review of policy

23.1. This policy and procedure will be reviewed to respond to any changes and at least every three years.

23.2. The Human Resources Service is responsible for reviewing and maintaining this Policy.

Appendix B - WBC framework standards for competencies

The following competencies are expected of all employees of West Berkshire Council.

Managers and leaders are also expected to display the competencies listed under 'leaders of people'.

	All employees	Leaders of people
When working with people	<p>Display respect for customers/clients/colleagues Work as part of a team to achieve goals</p> <p>Listen to other points of view Deliver a high standard of customer service</p> <p>Communicate effectively</p>	<p>Understand stakeholders' motivation and objectives Be a skilled influencer (communicate the vision and objectives, inspire and motivate, develop buy-in and trust) Expect, encourage and support high standards of performance from team members</p> <p>Use a range of leadership styles appropriate to individual team members and the situation Develop team working and a sense of common purpose; manage conflict</p>
In relation to learning and development	<p>Learn continually through experience</p> <p>Seek opportunities to improve skills and understanding</p> <p>Coach and guide colleagues</p>	<p>Actively develop the team to meet current and future challenges</p> <p>Encourage team members to reflect on experience and learning; actively encourage transfer of learning</p> <p>Seek feedback on own performance to improve self awareness and own development needs</p>

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In their approach to work	<p>Focus on priorities</p> <p>Work to the best of his/her ability</p> <p>Strive to deliver high standards Use initiative and seek creative solutions</p> <p>Display integrity and openness</p> <p>Ensure own personal safety and that of others in the workplace</p>	<p>Be a role model (demonstrating drive, purpose, integrity, fairness, enthusiasm, openness, resilience)</p> <p>Adapt to change, taking prompt and appropriate remedial action where required</p>
When managing performance		<p>Set/agree clear objectives, and quality and performance measures (for tasks and staff)</p> <p>Monitor and evaluate budgets, staff performance, and objectives</p> <p>Recognise good performance, and challenge</p>
	All employees	Leaders of people
		<p>underperformance and conduct</p> <p>Develop and empower team members to make decisions (coaching)</p>

Appraisal Form

Use this form to record the key points of the annual appraisal meeting and the six month appraisal review meeting.

This blank form is designed to be completed electronically.

Name of Employee	
Name of Appraiser	
Date of Appraisal	
Date of Six Month Review	

Guidance Notes

The purpose of the annual appraisal meeting is to:

- A.** Review achievements in the past 12 months against the objectives set at the last appraisal meeting, the six-month review and/or other objective-setting meeting;
- B.** Review individual competencies against the WBC standards framework for employees and, where appropriate, the WBC standards for leaders and managers;
- C.** Determine SMART objectives for achievement over the next year. For managers these will include targets related to Corporate Health Indicators and Key Performance Indicators;

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- D.** Review learning and development over the past 12 months, and identify current and future learning needs and how these will be met over the next period (the Personal Development Plan);
- E.** Discuss other factors relevant to work performance and planning (career aspirations, retirement plans etc).

The purpose of the six month review meeting is to review progress on the work objectives and the Personal Development Plan, note achievements and set new or revised objectives as necessary.

It is the appraiser's responsibility to:

- **Complete the appraisal form promptly following the annual appraisal meeting and six-month review meeting;**
- **Provide a copy, no later than 10 working days after the appraisal meeting, to the employee for their comments and signature;**
- **Provide a final signed copy of the form to their own line manager after the annual appraisal meeting.**

Part A – Review of objectives and achievements

Objective (set at last appraisal or six month review)	Evidence of achievement		Importance High/Medium
	Appraiser's comments	Appraisee's comments	

Other significant achievements during the past 12 months	Evidence of achievement		Importance High/Medium
	Appraiser's comments	Appraisee's comments	

Part B – review of competencies against WBC standards framework

WBC Standard (see appendix for full details)	Evidence of competencies	
	Appraiser's comments	Appraisee's comments
Working with people		
Learning and development		
Approach to work		
Managing performance (managers only)		

Part C – Objectives for next 12 months

Objectives should be Specific, Measureable, Achievable, Relevant and Time-bound (SMART)

- *For managers, these should include objectives related to the achievement of relevant Key Performance Indicators (KPIs) and Corporate Health Indicators (CHIs)*
- *For all employees, consider the principles and priorities set out in the Council Strategy*
- *Each objective should be rated High or Medium (identify no more than 3 or 4 with High importance)*
- *New objectives may be added at the six month review meeting*

SMART objectives set at <u>Annual Appraisal</u>			Importance High (H) or Medium (M)	Six month review comments
Objective	Key activities and dates	Expected outcome(s)		

SMART objectives set at <u>Six Month Review</u>			Importance High (H) or Medium (M)
Objective	Key activities and dates	Expected outcome(s)	

Part D – Review of learning and development

Development objective set at last appraisal/six month review, or at other time during the year	Activity undertaken and associated costs	Evidence of impact on individual and team/service/directorate/organisation	
		Appraiser's comments	Appraisee's comments

The following link will take you to the full corporate training matrix [Intranet - Mandatory Training Courses](#) which also includes mandatory courses that do not need to be refreshed.

Personal Development Plan for next 12 months (also use this section for objectives set at six month review)

Development objective	Actions which will achieve the objective	Date(s)	Costs	Six month review comments

Appraisal Review Update

Development objective	Actions which will achieve the objective	Date(s)	Costs	Six month review comments

Part E – Career planning and other issues

Record discussion points on career aspirations, retirement plans and/or other issues in the box below.

Comments and signature

	Comments on this appraisal review	Signed	Date
Appraisee			
Appraiser			

Appraisal Review Update

	Comments on this appraisal review	Signed	Date
Appraiser's Manager			

A copy of the completed appraisal should be retained confidentially by the appraisee and appraiser

Appendix 1 – WBC framework standards for competencies

The following competencies are expected of all employees of West Berkshire Council.

Managers and leaders are also expected to display the competencies listed under 'leaders of people'.

	All employees	Leaders of people
When working with people	<p>Display respect for customers/clients/colleagues</p> <p>Work as part of a team to achieve goals</p> <p>Listen to other points of view</p> <p>Deliver a high standard of customer service</p> <p>Communicate effectively</p>	<p>Understand stakeholders' motivation and objectives</p> <p>Be a skilled influencer (communicate the vision and objectives, inspire and motivate, develop buy-in and trust)</p> <p>Expect, encourage and support high standards of performance from team members</p> <p>Use a range of leadership styles appropriate to individual team members and the situation</p> <p>Develop team working and a sense of common purpose; manage conflict</p>
In relation to learning and development	<p>Learn continually through experience</p> <p>Seek opportunities to improve skills and understanding</p> <p>Coach and guide colleagues</p>	<p>Actively develop the team to meet current and future challenges</p> <p>Encourage team members to reflect on experience and learning; actively encourage transfer of learning</p> <p>Seek feedback on own performance to improve self awareness and own development needs</p>

	All employees	Leaders of people
In their approach to work	<p>Focus on priorities</p> <p>Work to the best of his/her ability</p> <p>Strive to deliver high standards</p> <p>Use initiative and seek creative solutions</p> <p>Display integrity and openness</p> <p>Ensure own personal safety and that of others in the workplace</p>	<p>Be a role model (demonstrating drive, purpose, integrity, fairness, enthusiasm, openness, resilience)</p> <p>Adapt to change, taking prompt and appropriate remedial action where required</p>
When managing performance		<p>Set/agree clear objectives, and quality and performance measures (for tasks and staff)</p> <p>Monitor and evaluate budgets, staff performance, and objectives</p> <p>Recognise good performance, and challenge underperformance and conduct</p> <p>Develop and empower team members to make decisions (coaching)</p>