



# HOUGHTON REGIS TOWN COUNCIL

Peel Street, Houghton Regis, Bedfordshire, LU5 5EY

Town Mayor: **Cllr M Herber**

Tel: 01582 708540

Town Clerk: **Clare Evans**

e-mail: [info@houghtonregis-tc.gov.uk](mailto:info@houghtonregis-tc.gov.uk)

22<sup>nd</sup> May 2025

**To: Members of the Staffing Committee**

**Cllrs:** W Henderson (Chair), M Herber, E Costello, D Jones, D Taylor, A Slough and T McMahon.

**(Copies to other Councillors for information)**

## Notice of Meeting

You are hereby summoned to a Meeting of the **Staffing Committee** to be held at the Council Offices, Peel Street on **Tuesday 3<sup>rd</sup> June 2025 at 7.00pm.**

Members of the public who wish to attend the meeting may do so in person or remotely through the meeting link below.

To attend remotely through Teams please follow this link: [MEETING LINK](#)

**Clare Evans**  
**Town Clerk**

**THIS MEETING MAY BE RECORDED \***

## Agenda

### 1. APOLOGIES AND SUBSTITUTIONS

### 2. QUESTIONS FROM THE PUBLIC

In accordance with approved Standing Orders 1(e)-1(l) Members of the public may make representations, ask questions and give evidence at a meeting which they are entitled to attend in respect of the business on the agenda.

The total period of time designated for public participation at a meeting shall not exceed 15 minutes and an individual member of the public shall not speak for more than 3 minutes unless directed by the chairman of the meeting.

### 3. DECLARATIONS OF INTEREST & REQUESTS FOR DISPENSATIONS

*\*Phones and other equipment may be used to film, audio record, tweet or blog from this meeting by an individual Council member or a member of the public. The use of images or recordings arising from this is not under the Council's control. No part of the meeting room is exempt from public filming unless the meeting resolves to go into exempt session.*

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Under the Localism Act 2011 (sections 26-37 and Schedule 4) and in accordance with the Council's Code of Conduct, Members are required to declare any interests which are not currently entered in the member's register of interests or if he/she has not notified the Monitoring Officer of any such interest.

Members are invited to submit any requests for Dispensations for consideration.

#### **4. ELECTION OF VICE-CHAIR**

Members are invited to elect a Vice Chair for Staffing Committee for 2025/26.

#### **5. COMMITTEE FUNCTIONS & TERMS OF REFERENCE**

*Pages 6*

In accordance with Standing Order 4.j.iv Council is required to review its delegation arrangements to committees and sub committees.

Members will find attached the extract from the approved Committee Functions & Terms of Reference which relates to this committee.

*This report is provided for information.*

#### **6. COMMITTEE WORKPLAN**

*Pages 7*

Members will find attached a workplan for the municipal year 2025/26.

The attached workplan provides a structured approach to the committee's business throughout 2025/26, ensuring all statutory requirements and governance obligations are met in a timely manner.

**Recommendation:** To review and approve the Staffing Committee Workplan for 2025/26, which outlines anticipated specific reports for the municipal year.

#### **7. APPOINTMENT OF CLERKS APPOINTED PERSONS**

As part of the Committees Functions one member of the Committee is to be appointed as the day-to-day contact to support the Clerk for day to day matters, to handle impromptu leave requests, absences from work and to feed matters to Committee where any decisions/action have been made. This person and one other appointed person (historically this has been the Mayor as Chair of the Council) are required to undertake the Clerk's appraisal.

One of these positions has often been taken by the Chair of the Committee but this is not a requirement.

**Recommendations:** 1) To appoint a member of the Committee as the Clerk's Appointed Person and to undertake the Clerk's appraisal;

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**2) To appoint a second member to undertake the Clerk's appraisal.**

**8. TOWN CLERK'S ANNUAL LEAVE, OVERTIME WORKING AND SICKNESS**

**Annual leave**

From January to April 2025 the Clerk has had 3 day's annual leave and 2 days flexi leave.

The following leave is requested:

- 30<sup>th</sup> June – 4<sup>th</sup> July 2025
- 14<sup>th</sup> August – 1<sup>st</sup> September 2025

**Overtime**

The Clerk has attended 8 meetings or events outside of the normal working day within the period January to April 2025 (compared with 6 meetings in the previous quarter).

**Recommendation: To approve the Town Clerk's annual leave requests.**

**9. RECRUITMENT**

Members are advised, following the successful internal appointment to the post of Finance Support Officer, the recruitment for the remaining posts have been completed in accordance with the Town Councils Safer Recruitment & Selection Policy. These new members of staff are now in post:

- Support Officer (Events) – Saffron Cooper-Hughes (F/T)
- Support Officer (Leadership) – Elizabeth Holland (P/T-15hrs pw)
- Cemetery & Allotment Officer – Bianca Nagle (P/T – 15hrs pw)

*This report is provided for information only.*

**10. STAFF APPRAISAL**

Pages 8-29

Members are advised that the majority of staff Appraisals have been completed, with the remaining appraisal meetings booked over the coming week.

The Town Councils appraisal policy and appraisal form was reviewed in 2017 as such it is opportune to review and update.

Members will find a report attached.

**Recommendation: To recommend to Town Council, the adoption of the Town Councils Appraisal Policy and process.**

**11. EXCLUSION OF PRESS AND PUBLIC**

- Staff sickness
- Staffing matters

**Recommendation:** In accordance with Section 1(2) of the Public Bodies (Admission to Meetings) Act 1960, the public and press be excluded from the meeting during the consideration of the item set out below on the grounds that publicity would be prejudicial to the general interest by reason of the confidential nature of the business to be transacted.

## **Staffing Committee**

### *Terms of Reference*

- To establish and keep under review the staffing structure and staffing forecast in consultation with the Standing Committees.
- To make recommendations on staffing related expenditure to Town Council ahead of the annual budget setting process
- To draft, implement, review, monitor and revise policies for staff, that fall outside of legislative requirements
- To note salary payscales based on job evaluation outcomes for all tiers of staff and to be responsible for their administration and annual review.
- Succession plan for key staff who may wish to retire.
- To oversee the recruitment and appointment (including the provision of signed contracts of employment) of staff to ensure that processes have been carried out in accordance with council policies.
- To determine any substantial changes to contracts (beyond the scope of point 61 in the Scheme of Delegation).
- To oversee any process leading to the dismissal of staff employed for longer than 2 years, including redundancy.
- To keep under review staff working conditions.
- To monitor sustained staff absence and to ensure that sickness management processes have been carried out in accordance with council policies.
- To note the outcome of a grievance or disciplinary matter and any appeal.
- To supervise and performance manage the Clerk's work, to administer their leave requests and monitor their absences.
- To appoint one of its members as the day-to-day contact to support the Clerk.
- To consider an appeal against a decision in respect of pay.
- To appoint two members of the committee to conduct staff appraisal of the Clerk.

### **Functions**

- The Staffing Committee shall function and operate in accordance with the Council's approved Standing Orders.
- The Staffing Committee shall consist of seven Councillors. The quorum shall be half of its members (four).

To appoint sub-committees or working groups as necessary including setting out membership and terms of reference.



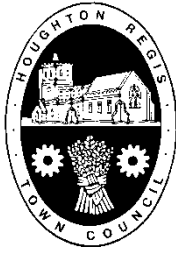
# HOUGHTON REGIS TOWN COUNCIL

## Staffing Committee Workplan 2025/26

The following Workplan indicates anticipated specific reports in addition to regular / standard reports:

Committee date	Report Heading	Completed / deferred / removed
3rd June 2025	Election of Vice Chair Review of Committee Functions & Terms of Reference Clerk's Appointed Person Town Clerk's Annual Leave, Overtime Working & Sickness Clerks Appraisals Appointment Spring Appraisal Process Outcomes Staff Sickness Monitoring & Management Recruitment Outcomes	
24th November 2025	Town Clerk's Annual Leave, Overtime Working & Sickness Staff Structure Review Staff Forecast Review And Update Staffing Committee Budget Requests Salary Payscale Review Pay Award Outcome Autumn Appraisal Process Outcomes Staff Sickness Monitoring & Management Recruitment Outcomes	
2nd February 2026	Town Clerk's Annual Leave, Overtime Working & Sickness Staff Sickness monitoring	
18th May 2026 – to be deleted from calendar	Town Clerk's Annual Leave, Overtime Working & Sickness Staff Sickness Monitoring & Management	

Town Clerk: **Ms Clare Evans**



## **STAFFING COMMITTEE**

## **Agenda Item 10**

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<b>Date:</b>	<b>3<sup>rd</sup> June 2025</b>
<b>Title:</b>	<b>Appraisal Policy</b>
<b>Purpose of the Report:</b>	<b>To provide members with information in regard to the update of the Town Councils Appraisal Policy and process.</b>
<b>Contact Officer:</b>	<b>Debbie Marsh, Head of Corporate Services</b>

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### **1. RECOMMENDATION**

**To recommend to Town Council, the adoption of the Town Councils Appraisal Policy and process.**

### **2. BACKGROUND**

The Town Council adopted their staff appraisal process via its current policy on the 26<sup>th</sup> September 2016.

Following contact with the Town Councils HR provider, it was considered an appropriate time to review the Councils policy and procedure to ensure it was fit for purpose.

Some amendments have been made to the policy, as shown by track changes.

### **3. INFORMATION**

The benefits of an employee appraisal process to maintain an effective performance management system. By updating the appraisal form to incorporate more suitable objective measurement criteria ensures those measurements or outcomes are still relevant. It enhances employee development by focussing more on growth and development rather than just an assessment. One new question: Do you have any skills, aptitudes or knowledge that you feel are not fully utilised in your job, facilitates a conversation about skills which might help inform future staffing structures, ensuring the council is as efficient and effective as can be. It would also support consideration of succession planning, as per one of the recommendations of the Corporate Peer Challenge Review.

During the appraisal meeting there is a section where staff will be asked about their future career development, this is the point at which staff can raise any retirement plans, if they

choose to. An employer cannot ask an employee if they plan to retire, as this could be seen as discriminatory or that the employer is hinting at an employee to leave, which could risk constructive dismissal claims.

If a staff member does raise their retirement plans, Line Managers can talk to them about their plans and let them know that the flexible working process is available should they want to make a request for any change of hours ahead of this, otherwise, Line Managers just need to wait to hear from them at the appropriate time.

#### **4. HRTC CORPORATE PLAN**

##### **4 Management and Operations: To improve the efficiency and effectiveness of the Town Council as the key local service provider**

- 4.1 Develop a 5-year financial & staffing plan.
- 4.5 Enhance the role of the council.
- 4.6 To actively consider and weight the impact of new and existing initiatives and services.

#### **5. IMPLICATIONS**

##### **Corporate Implications**

- This policies, once adopted, will be provided to all staff via email.

##### **Legal Implications**

- There are no legal implications arising from the recommendation.

##### **Financial Implications**

- There are no financial implications arising from the recommendation.

##### **Risk Implication**

- Reputation
- Employment Tribunal
- Service delivery

##### **Equalities Implications**

Houghton Regis Town Council has a duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

This project / issue does not discriminate.

##### **Climate Change Implications**

- There are no climate change implications arising from the recommendation

##### **Press Contact**



- There are no press implications arising from the recommendation

## **6. CONCLUSION AND NEXT STEPS**

Having regular appraisal meetings signals the Town Council takes performance management seriously and is an important tool for both individual and organisational success.

Updating the appraisal form represents more than just a policy change, for change sake, it shows a commitment to relevant performance assessments.

## **7. APPENDICES**

Appendix A – Appraisal Policy track change document.

Appendix B – Line Managers Guidance – new

Appendix C – Management Dos and Don'ts - new



## HOUGHTON REGIS TOWN COUNCIL

### APPRAISAL SYSTEM POLICY

Date of Approval:	26 <sup>th</sup> September 2016
Date of Review:	25 <sup>th</sup> September 2017; 3 <sup>rd</sup> June 2025
Date of Re-approval:	11 <sup>th</sup> December 2017; 15 <sup>th</sup> December 2026

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#### ~~1. Background and Context~~

#### ~~2.1.~~ Policy Aim

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#### ~~5.4.~~ The Role of the Town Clerk (Appraiser) before the Appraisal Meeting

#### ~~6.5.~~ The Appraisal Meeting

#### ~~7.6.~~ The Role of the Manager during the Review Meeting.

#### ~~8.7.~~ After the Meeting

#### ~~9.8.~~ Review of Personal Competence – Guidance for Conducting the appraisal Review

#### ~~10.9.~~ Future Performance – Guidance on Objectives setting

#### ~~11.10.~~ Training and Development Planning

#### ~~12.11.~~ Responsibility for Appraising the Town Clerk

#### Appendix 'A' Performance Appraisal Form

## 1.0 Background and Context

1.1 ~~This note follows on from recommendations contained in the review of prepared by Chris Rolley Associates, February 2016. The Appendix showing the form recommended to be used for the Appraisal review is attached.~~

## 21.0 Policy Aim

21.1 To reinforce Houghton Regis Town Council's commitment to the achievement of business objectives and the development of its employees everyone will have an annual performance and development planning review meeting in October-April (the annual review) and a 6 monthly interim review both with their Line Manager.

## 32.0 Purpose of the Appraisal System

32.1 The purpose of the annual appraisal meeting is to allow each employee to have a private and confidential meeting with their Line Manager to:

- Confirm that their job description and person specification is up to date;
- Review the achievement of last year's work objectives and set clear work objectives so that they know what they have to do and how to do it in the coming year;
- Review the achievement of last year's training and development objectives and identify any training or development objectives that will enable them to fulfil their role and achieve their objectives in the coming year;
- Identify strengths and areas for development;
- Formalise continuous discussions about performance that they will have had with their manager throughout the year; and
- Provide constructive feedback to their manager on their management style or ideas to improve the business.

32.2 It is important that the appraisal process is fair, and the Line Manager must take special care to ensure that all assessments are objective and free from discrimination and bias. If an employee feels that the process itself has not been fair, they should try to resolve this with their Line Manager in the first instance so that, if possible, the matter can be resolved quickly and at source. If this is not successful employees have recourse to the Town Clerk and the Houghton Regis Town Council Grievance Procedure.

## 43.0 The Role of the Appraisee

43.1 Preparation is important and Sections 1 and 2 of the Appraisal Form must be completed (self-assessment) by the appraisee in advance of the meeting referring back to the previous year's appraisal document. They should also make suggestions in Sections 3-2 and 4-3 as to their own thoughts with regard to future objective setting and on-going

training and development needs, all of which will help to inform the appraisal meeting. Time will be allowed during working hours for this to be completed. The ~~Town Clerk~~Line Manager will send the form out not less than 10 working days before the appraisal meeting and appraisees must return it to the Town Clerk, duly completed, not less than five working days before the meeting and retain a copy for themselves, which they should bring to the meeting with them. A copy of the form is attached.

#### 54.0 The Role of the Appraiser (Line Manager) before the Appraisal Meeting.

54.1. The appraisee is to be advised of the date and time of the review meeting so that there is plenty of time for preparation not less than 15 working days in advance. The appraisee must be forwarded a copy of the appraisal form not less than 10 working days before the date of the review meeting and be asked to return it, duly completed, to the Appraiser not later than five working days before the meeting.

54.2. The Appraiser should prepare for the review meeting as follows:

- a) Job Role – any changes to the job role since the last meeting should be listed and a decision taken as to whether the Job Description needs updating or the Job Role evaluating.
- b) Review of Past Performance – consider each of the objectives before reaching an assessment of the individual's performance for the previous period. What rating has the person achieved and why? What evidence is there to support the assessment?
  - Objective Not Met – consider why the objective has not been met. Was it, for example, a lack of resources, a delay from a partner organisation, a time management issue, a lack of training or for some other reason?
  - Objective Met – objective achieved as planned to a satisfactory level. Consider the evidence for the achievement and note how well this was done.
  - Objective Partially Met – again consider why this was the case. Was it a result of inadequate resources, a misunderstanding of the brief, a change in circumstances, or some other reason?

#### 65.0 The Appraisal Meeting

65.1. The meeting is a dialogue between the Line Manager and the individual being appraised. The latter is responsible during the meeting for

- a) Sharing views and opinions and contributing to the discussion;
- b) listening to feedback;
- c) seeking any clarification on areas that require it; and

- d) as feedback is a two-way process, providing constructive feedback on how the business of the Town Council could be improved and any feedback to the Line Manager on what works well with their management style and what could be improved.

#### 76.0 The Role of the Manager during the Review Meeting.

76.1 The notes made during preparation for this meeting form, together with the appraisee's self-assessment, the basis of the appraisal meeting. It is the role of the Line Manager during the meeting to:

- a) ensure that each section of the appraisal form is discussed, and notes taken;
- b) provide an environment whereby the appraisee has the opportunity to express views and opinions throughout the meeting. These views may include feedback on management style;
- c) be open to constructive feedback from the appraisee and be prepared to recognise or resolve any issues, and
- d) provide constructive feedback supported by examples so that the appraisee is aware of their strengths and areas for development.

#### 87.0 After the Meeting.

87.1 The Line Manager will type up a clean copy of the appraisal form based upon the content of the meeting, objectives and performance agreed, sign it, date it and then pass it to the appraisee to check that it is an accurate reflection of the review process before they sign and date it. Once signed by both parties a paper copy will be placed on the relevant personal file and a copy returned to the appraisee for their personal retention.

87.2 Where there is disagreement between the Line Manager and the individual being appraised the Line Manager should try to resolve this in the first instance. Should this prove impossible then the matter should be referred to the Town Clerk and the Houghton Regis Town Council Grievance Procedure.

#### 98.0 Review of Personal Competence – Guidance for Conducting the appraisal Review

98.1 Objectives describe what people do; competences describe how people do things. Competences provide the Town Council with a common language to discuss expectations about skills and behaviours, about performance and to identify strengths and areas for development.

98.2 When considering achievement against objectives, also consider how the individual achieved the objective and whether that behaviour/skill was effective and appropriate. Support the personal competence rating being given with examples and where development is required identify what is needed in the Training and Development Planning Section of the form (Part 4).

**409.0** Future Performance – Guidance on Objectives setting.

**409.1** Individual objectives should directly relate to the Town Council's Forward Plan and/or approved Council policy areas, i.e. as set out in approved Service Plans, or within the formal requirements of the job as specified within the approved Job Description. They should be SMART:

<b>S</b>	-	Specific (clear)
<b>M</b>	-	Measurable (quality, cost)
<b>A</b>	-	Achievable (do-able but challenging)
<b>R</b>	-	Relevant (to the achievement of the Business Plan)
<b>T</b>	-	Time Related (when should this be achieved by)

**409.2** By way of examples, and these are illustrative only, these might for example include:

- Investigate sources of external funding for a new sports pavilion and produce a detailed information report for September's Council meeting;
- To reduce frequently asked questions and issues, develop specific guidance on the use of allotments in the form of an A-Z for staff and an A-Z for customers by the end of November; or
- Explore how to reduce costs by 10% associated with the Council's grounds maintenance without reducing service standards nor prejudicing Health and Safety and produce a report with recommendations and a full cost breakdown for November's Community Services Committee.

**410.0.** Training and Development Planning

**410.1** During each appraisal meeting the Appraiser should consider the achievement of development objectives since the last review and comment on the usefulness of them to the individual and their performance in the job. They should also identify any development objectives and how these will be achieved e.g. colleague coaching, visit to a partner organisation, volunteering or a course for example.

**410.2** Once signed by the Line manager a copy of the form will be held on the employee's personal file and the Training and Development information will help to inform the forward staff Training Plan programme.

**410.3** Following assessment of all of the appraisal documents the Town Clerk will present to the next meeting of the Corporate Services Committee (or whatever Committee ultimately has Terms of Reference accountability for staffing matters) in confidential session, confirming this, advising of any issues that Members would expect to be appraised of, and where any completed staff appraisal form identifies that a Job Description needs changing or job needs evaluating the Town Clerk will report on this also with a detailed report and recommendations.

## 11.0 Responsibility for Appraising the Town Clerk

11.1 Designated members (two at most) will need to be authorised to undertake the Town Clerk's appraisal. The councillors appointed to this task should have first undertaken training in this field. The role of the members in relation to the review is identical to that the Line Manager has for other staff and the appraising members therefore should fully read and understand the stages of appraisal as documented earlier in this report in order to ensure the process is fair and thorough and recognises the obligations of the Council in this regard. In case of any disagreement regarding final sign-off of the Town Clerk's appraisal, the matter would be reported in writing in confidential session to the appropriate committee by the appraising members. It is understood that an independent HR specialist has sat in on previous Town Clerk appraisals with the agreement of that officer. This arrangement has to date been acceptable to the Town Clerk and may continue unless the Town Clerk wishes it to be reviewed.

## PERFORMANCE APPRAISAL FORM - FOR HOUGHTON REGIS TOWN COUNCIL

Appraisee:	.....	Appraiser:	.....
Job Title:	.....	Job Title:	.....
Work Base/Site:	.....	Date of Meeting:	.....
<u>End of</u> <u>probation/annual</u> <u>review (delete as</u> <u>applicable)</u>		.....	

**~~Section 1: Review of last year's performance — Objectives and targets~~**

~~Record objectives/targets from previous year in this section. (See Section 3 from previous appraisal record.) Have these been met? Evidence results achieved and identify factors which have affected performance.~~

<del>Objectives/targets from last appraisal</del>	<del>Objective met Yes/No/Partially</del>	<del>Supporting evidence—please note any other factors affecting performance (positive or negative)</del>



**Section 21:** ~~Review of last year's performance~~—Competency and Skill Development Objectives from last review

~~Record targets for competency/skill development from previous year in this section. (See Section 4 from previous appraisal record.) Have these been met? Evidence results achieved and identify factors which have affected performance.~~

List the objectives set at the last review or during the probationary period and comment of the extent to which these have been achieved.

<u>Competencies/Skills identified for development</u> <u>Objectives</u>	<u>Competency level required</u> <u>How measured</u>	<u>Previous Competency level</u> <u>Results achieved</u>	<u>Current competency level</u>	Supporting evidence – note other factors affecting performance (positive or negative)

**Section 32:** Setting objectives and targets for the coming year

New targets/objectives (An appropriate and manageable number)	How are these linked to your personal/team/Directorate/Council targets/objectives/service improvements?	How will success be measured? e.g. Performance Indicators/Supporting Evidence	<a href="#">Support required</a>	Completion date

**Section 43:** Identifying competencies/skills for development in the coming year Training/Development Plan (identify any training or development needs relating to the current role and how these will be met)

INDIVIDUAL <u>TRAINING/</u> DEVELOPMENT PLAN					
<u>Competencies/skills</u> <u>Training</u> -identified for development	<u>Competency</u> <u>level required</u> <u>Aim</u>	<u>Current</u> <u>competency level</u>	<u>How will competencies be</u> <u>developed</u> <u>Support required?</u> (e.g. coaching, specific task, training course, shadowing a colleague)	<u>How will success be measured?</u> <u>i.e. what types of supporting evidence will be gathered</u> <u>Cost</u>	<u>Completion</u> <u>date</u> <u>Timescale</u>

## Section ~~5~~4

### ADDITIONAL COMMENTS

#### Review of Job Description & Person Specification

#### Possible future development

record any career aspirations of the employee and comment on ~~their~~ the potential pathway.

What training and development are necessary in order to achieve these?

Appraisee's comments:

Appraiser's comments:

I agree that this is a true record of the appraisal.

Appraisee's Signature:

Date:

.....

Appraiser's Signature:

Date:

.....

\* Signature of Appraiser's  
Manager

Date:

.....

Date of appraisal review meeting:

.....

The Performance Appraisal Form should be shared with the "grandparent" manager, i.e. the appraiser's manager, at their request for management and quality monitoring purposes.

**Suggested list of competencies — can be added to as required**

Knowledge and understanding

Communication

Clarity

Accuracy

Openness

Transparency

2 way understanding

Good standard of literacy

Good standard of verbal communication

Active listening

Strategic thinking

Team work

Support each other

Team goals — able to set

Respect each other skills

Active listening

Team communication

Able to compromise

Leadership and “followership”

2 way communication

Respect for majority decisions

Carrying out instructions

Supporting each other

Critical friend/colleague

Understanding others strengths and areas of development

Accuracy / attention to detail

Customer care

Good communication — polite

Not confrontational

Good body language when face to face

Listening

Knowledgeable

Interested in the listener

Communicate at different levels

Being polite, helpful & friendly

Keeping work area safe

Pointing in the right direction

Helping public

Organisational skills

Meeting deadlines

Being on time

To do lists/notes (help with covering workloads)

Filing prompt, IT, paper, desk

Planning ahead

Preparation

Delegation skills

Management skills

Computer / IT skills

software, email, spreadsheets, finance. Social media, website, internet

Awareness of and adherence to digital policies

Keeping passwords secure

Confidentiality observed

Data protection

Health & safety

Awareness/Action of current legislation

Manual Handling for all

Awareness/Action of HRTC policy

Regular checks

Personal responsibilities—complies with equipment regulations, COSHH awareness, risk assessments—RIDDOR, PPE

Proper monitoring of team

Accurate record keeping by Managers

Risk assessment awareness

Proper storage of equipment/chemicals

Accurate accident recording

Equal opportunities

Respect

Polite, well-mannered

Helpful

~~Listening to others~~

~~No bullying~~

~~Respecting people's views and opinions~~

~~Looking after workspace, equipment, machinery, PPE~~

~~Equal opportunities~~

#### **Suggested Skills Levels**

~~Excellent~~

~~Good~~

~~Average~~

~~Weak~~

~~Very weak~~





# **Employee Performance Reviews**

## **Performance and Development Review**

### **Line Manager Guidance**

In relation to the procedure for the PDR process, the following are guidelines for undertaking the review:

- Give at least one week's notice to the employee
- Provide the employee with a copy of the Employee Performance Review form so that they have time to prepare and think about the questions and actions in advance of the meeting. This includes a copy of the previous objectives.
- Ensure the employee has a copy of their Job Description and Person Specification, plus a copy of any Organisational Strategy and Objectives
- Provide a private area to undertake this, without interruption
- Allow up to an hour
- Put the employee at ease by beginning with fairly routine comments or questions, such as whether they feel prepared, ready to start
- Explain the purpose and scope of the discussion
- Use the job description and Person Specification as an aid to the discussion. The job description is an integral aid to the success of the appraisal as it focuses on performance, agreed targets and objectives avoiding character assessment. The Person Specification is also integral as it sets out the required skills, behaviours and qualifications necessary for the role
- Ensure that 20% of the discussion looks back with 80% looking forward
- Follow the basic questions detailed which drive the review
- To avoid misunderstandings, always reconfirm individual points and issues

- The review must conclude with a brief summary to avoid any misconceptions and with the employee having a clear idea of what has been agreed
- Both manager and employee must sign and date the record of the discussion
- If an agreement cannot be reached, the matter should be referred up to the next level of management to ensure a satisfactory conclusion
- Two copies are required, one for the employee and one for their personnel file
- Managers must maintain the relationships formed at these discussions. This will mean following up on key tasks outlined, the performance following the review, keeping notes and ensuring the agreed actions on both sides are implemented
- The appraiser should record any views or opinions which have not been agreed by the employee to their satisfaction

Precisely identify the skills or knowledge gaps but do not agree to specific training at this time. Training should not always be seen as being provided by external means, focused on the job training is equally, if not, more beneficial to the employee. However, fix a time by which a response will be given.

**NOTE:**

Whilst no disciplinary action must form part of this system as it would damage its objectivity, evidence from the review may be used for formal disciplinary action.



## DOs and DON'Ts - APPRAISAL

### DO

<input type="checkbox"/>	Ensure that your senior managers are committed to the appraisal process and that all managers are trained to undertake these and carry them out on time. Consider a proper briefing for your employees too – so that they know what to expect from the process!
<input type="checkbox"/>	Remember that the aim is to motivate and to give the employee something to work towards in the year ahead (not simply a negative review of past performance problems and reminder of mistakes).
<input type="checkbox"/>	Invite the employee well in advance so that he/she can prepare for the meeting. It is often helpful to ask your employees for their general comments and suggested objectives in advance of the meeting so you can consider your response to any specific areas raised.
<input type="checkbox"/>	Allow enough time to discuss everything properly, 1-2 hours is normally about right.
<input type="checkbox"/>	Ensure you have a private and confidential area, away from other people, where you can hold the discussion without interruptions. You also need a business setting - not the pub or a coffee shop.
<input type="checkbox"/>	Prepare thoroughly. The meeting should be the culmination of informal discussions with your employee over the year, so check any minutes or notes from those to refresh your memory. If you do hear something unexpected, you've not been communicating effectively or encouraging your team to share issues with you on an ongoing basis.
<input type="checkbox"/>	Plan the meeting and make notes on problematic areas beforehand. This will ensure you tackle issues in a positive way and in line with the objective of the appraisal process (which is to improve performance). Reinforce your views with objective examples. Ensure that you are familiar with the review paperwork so you can give the conversation sufficient attention.
<input type="checkbox"/>	Seek other opinions and make it clear to the employee that you will do this. Where appropriate, gain feedback on the employee's performance from customers/clients so that the feedback is not solely your opinion. This is especially important if you do not see your employee on a regular basis.
<input type="checkbox"/>	Prepare to receive defensive behaviour if your comments or scores are negative.
<input type="checkbox"/>	Appreciate that some people score themselves lower than they should: sometimes this is approval seeking behaviour or a lack of confidence. (Of course, the opposite can happen too!)
<input type="checkbox"/>	Tailor the process to suit the circumstances. If an employee is planning to retire, concentrate on the handover process and retirement planning rather than further training or long-term goals; if the employee has only just joined you, then concentrate on short-term objectives rather than longer-term career planning.
<input type="checkbox"/>	Tailor your language, tone and directness according to the appraisee's style (rather than your own).
<input type="checkbox"/>	Ensure the employee is clear as to how his/her performance affects the business as a whole. This gives validity and meaning to the appraisal process.
<input type="checkbox"/>	Be fair, but firm. If performance is not brilliant, be honest. Give constructive feedback and encouragement, but do not lie in an attempt to cheer the employee up!
<input type="checkbox"/>	Consider having a senior manager cross-check his/her team's review of their employees (the grandfather approach) to ensure consistency and fairness.
<input type="checkbox"/>	Make it clear what support can be given towards personal development and what should be done by the individual him/herself.

<input type="checkbox"/>	If you have performance ratings, then have an appeals process for employees who are aggrieved by a rating (particularly important if these are related to salary).
<b>DON'T</b>	
<input type="checkbox"/>	Expect too much from one meeting - the process is an ongoing one and should continue throughout the year.
<input type="checkbox"/>	Rush an appraisal meeting.
<input type="checkbox"/>	Cancel or postpone the meeting unless absolutely necessary - it gives the impression that you do not take the process seriously or value it.
<input type="checkbox"/>	Allow interruptions. They damage the flow of the meeting and your employee may feel that you are not committed to the process. So, turn off your mobile, put a “do not disturb” sign on your door if necessary, and try to seat your employee so that neither of you will be distracted by anyone outside.
<input type="checkbox"/>	View the appraisal process as a once-a-year event. You should gather your evidence all year round and regularly check progress with the employee.
<input type="checkbox"/>	Try to cover too many areas where performance could improve – or to give too many examples to underline each point. The aim is to encourage not to demotivate.
<input type="checkbox"/>	Set objectives that the employee stands no chance of achieving. There is a difference between goals that stretch and motivate, and totally unrealistic targets.
<input type="checkbox"/>	Perceive the appraisal process as an HR process. It is a tool for managing performance, which is the line manager’s responsibility.
<input type="checkbox"/>	Hide behind company screens (“if it were up to me...”) - this is cowardly and sends out mixed messages.
<input type="checkbox"/>	Put off your appraisals until the last minute before they are due! They will lose their relevance with the employee if perceived that you regard them as a low priority.
<input type="checkbox"/>	Make promises that you are not 100% sure you can fulfill (whether this be for training, experience, pay increases or promotion).
<input type="checkbox"/>	Expect to be able to bluff your way through the appraisal process. If you haven’t done this before, gain advice from your own manager or seek relevant training.