

# UCKFIELD TOWN COUNCIL



## Appraisal Policy

Policy Number 20		
Issue No.	Date completed	Details of amendments
1	22.05.18	Complete revision made to existing policy, to be presented to General Purposes Committee on 29.05.18

## **1.0. What is an “appraisal”?**

- 1.1. An appraisal is about providing dedicated time in the working week, at least once a year, for a manager and their direct report to jointly look back on the past 12 months and also look ahead to the next.
- 1.2. It should be a two-way conversation, away from the daily grind and in most cases a positive experience which celebrates achievements, notes areas where further improvement might be required and provides time for both the direct report and their manager to jointly plan ahead.
- 1.3. All staff play a key part in the day to day running of Uckfield Town Council’s buildings and open spaces. All staff must feel valued and an appraisal meeting enables staff to understand the priorities of the organisation and how their work contributes towards delivering those priorities.
- 1.4. An appraisal should look at the whole picture; focusing on how staff contribute to the organisation’s priorities but also provide guidance on what is expected in terms of behaviour at Uckfield Town Council.
- 1.5. The appraisal meeting will provide an opportunity for the manager and their direct report to discuss the Town Council’s priorities, and will include a section on looking ahead. Staff should be provided with a copy of the council’s priorities, the attached form in appendix A and copy of the organisation’s expected behaviours in appendix B, prior to the appraisal meeting.
- 1.6. Staff will be required to set with their manager, a small number of objectives which they can work towards over the 12 month period. Managers and supervisors will be allocated a total of 4-6 objectives, the remainder of staff will be allocated 2-4 objectives. Space will be included in the appraisal form to list these.

## **2.0. Why do we need an appraisal review?**

- 2.1. Uckfield Town Council strives for continuous improvement. No matter how long staff members have worked for an organisation, there are always opportunities to review existing ways of working and development needs. Organisations have to adapt to changes in demand, resident or customer expectations and in the case of Uckfield Town Council, changes in the hospitality industry and latest interests or trends in health and wellbeing, both of which impact on the use of our restaurant, Civic Centre, Foresters Hall, sport pavilions and recreation grounds. In these difficult financial times, there is an increasing focus on parish and town councils to fund discretionary services. The Town Council therefore needs to continuously review its services to check that they are fit for purpose, they meet current demand, provide value for money and continue to attract revenue.
- 2.2. It is vital to set time aside to have an open and honest conversation about the past 12 months and look ahead to the next.

- 2.3 It is recommended that all staff have 121 meetings with their managers, at least once a month, if only as a simple 'check in' on how things are going.
- 2.4 Managers and supervisors are expected to have mini appraisal type check-in meetings four times a year, to review progress.

Appendices:           Appendix A - Appraisal form  
                              Appendix B – Our behaviours

## **Your Appraisal**

### **Introduction**

The appraisal is a way for everyone to assess how they have individually contributed to the Town Council's priorities. It also enables everyone to get a clear understanding of how they are expected to contribute to the achievement of future plans and what support they might require.

The objectives of the Town Council's Appraisal process are:-

- To continually improve the quality of the services provided by the Town Council through encouraging each member of staff to achieve high standards of performance;
- To help all members of staff develop their potential and understand the role they play in the organisation.

There are four key components to an appraisal review:

- Looking back at achievements over the past year;
- Reviewing the individual's attitude to the organisation's priorities and objectives;
- Looking forward and planning ahead on how the individual can contribute to the council's future projects, and
- Identifying if the individual requires any support, or development to assist in meeting their own or the organisation's objectives.

Taking time to sit down and talk, is an opportunity for staff to:-

- Recognise accomplishments and celebrate successes;
- Strengthen relationships and improve teamwork;
- Know what is expected in the future – and how to accomplish it.

To make the most of your conversation, you will need to:-

- Prepare for it and be positive about it;
- Consider what progress you have made towards the priorities that have been set;
- Take an active role by sharing your comments, ideas and suggestions.

<b>NAME</b>	
<b>JOB TITLE</b>	
<b>DEPARTMENT</b>	
<b>PERIOD OF REVIEW</b>	

**Looking Back**

**Overall, how do you feel the past 12 months have progressed in terms of your day to day work.**

N.B Managers – identify their key strengths in the past year and any areas for improvement during that period.

**Describe your performance in the past year towards your objectives:**

Objective	Summary of progress made

Objective	Summary of progress made

**And how do you feel you've performed in relation to the Town Council's behaviours:**

<b>Core competencies</b>	
<b>We communicate effectively</b>	
<b>We provide excellent customer service</b>	
<b>We plan ahead and are well organised</b>	
<b>We work well with others</b>	

# Looking Forward

In what way, can you contribute to the organisation's priorities over the next 12 months:

Objective	Key milestones (if required)

**Do you require any support or training to assist you with completing your objectives or daily tasks in the next 12 months?**



**Conclusion**

**Appraisee's comments**

**Manager's comments**

Signature of Line/Manager..... Date.....

Signature of Appraisee..... Date.....

Countersigned by Town Clerk  
..... Date.....

## APPENDIX B - OUR BEHAVIOURS

Uckfield Town Council has a vast portfolio of buildings, open spaces and deals with enquiries daily from customers using Luxfords restaurant, our buildings, recreation grounds and sport pitches, as well as Snatts Road Cemetery.

Due to the nature of the organisation and a small team working together to run these facilities, we are required to work closely with others whether it be other staff, managers, customers, contractors, partner agencies, councillors or residents.

By working together, we can make dealing with the everyday tasks and enquiries easier, and by displaying the behaviours listed below, we will bring about continuous improvement and continue to provide a fantastic service to our customers and residents.

<b>CORE COMPETENCIES</b>	<b>DESIRED BEHAVIOURS</b>
<b>We communicate effectively</b>	<ul style="list-style-type: none"> <li>• Puts forward views in a clear and constructive manner;</li> <li>• Treats people with respect regardless of their position (customer, level of staff, Councillor, partner agency etc)</li> <li>• Enthusiastic towards using different methods of communication in the workplace to contact customers or organisations (online, paper, in person, by telephone);</li> <li>• Keeps language simple and avoids unnecessary jargon;</li> <li>• Managers and supervisors ensure information is shared widely and information is cascaded.</li> </ul>
<b>We provide excellent customer service</b>	<ul style="list-style-type: none"> <li>• Demonstrates good listening techniques when listening to a customer who has an enquiry or complaint;</li> <li>• Seeks practical solutions to difficult problems;</li> <li>• Considers what is best for everyone (customers and colleagues) when dealing with an enquiry;</li> <li>• Displays a polite, friendly manner.</li> </ul>
<b>We plan ahead and are well organised</b>	<ul style="list-style-type: none"> <li>• Prioritises work effectively to manage workload;</li> <li>• Develops techniques or ways of working to prioritise workload;</li> <li>• Flexible to be able to cope with unexpected enquiries or setbacks;</li> <li>• Offers creative ideas or solutions for continuous improvement;</li> <li>• Keeps records up to date.</li> </ul>
<b>We work well with others</b>	<ul style="list-style-type: none"> <li>• Acknowledge our own mistakes and learn from them;</li> <li>• Flexible and open to different and new ways of working;</li> <li>• Treats others with respect regardless of differing opinions;</li> <li>• Actively listens to the ideas, suggestions and concerns of others before taking action;</li> <li>• Offers help and support to colleagues to complete projects and do a good job;</li> <li>• Builds positive working relationships;</li> <li>• Recognises that the Town Council is a political organisation and understands the roles of elected members and key partner agencies;</li> <li>• Views team goals as being equally important to personal goals.</li> </ul>