

Trowbridge Town Council

Working with the Community

Annual Employee Performance Review Procedure

Incorporating:

- the Quarterly 1-2-1 Progress Reports
- Quarterly Objectives Progress Reports

1. INTRODUCTION

Trowbridge Town Council (“the Council”) is committed to its Investors In People (IIP) accreditation. This procedure reflects the aims of IIP and provides the framework for the Council, through the Line Manager and the Employee to maximise their achievements, output, quality of work and effectiveness.

Employee Performance Reviews (“performance reviews”) (*appendix 1*) take place annually. 1-2-1 Progress Reports (*appendix 2*) take place Quarterly throughout the year and incorporate an Objective Progress Report (*appendix 3*) for all employees.

The procedure gives guidance on the implementation and recording of the Performance Reviews and should be followed for all permanent full and part time employees. Temporary and casual employees and volunteers may undergo a performance review, as considered appropriate (*see section 2.3*).

Performance Reviews and Quarterly Report forms are listed in the Appendices. Line Managers will be able to sign out their Performance Files, containing the afore mentioned reports, from the HR department and will be asked to complete the forms manually to stop duplication forms being created, emailed back and forth and printed multiple times.

2. ROLES AND RESPONSIBILITIES

The implementation and management of this procedure will be the responsibility of the Head of Service for Resources and Venues (“HOS”) and HR Officer, reporting to the Policy & Resources Committee.

2.1 Policy & Resources Committee

The Council’s Policy & Resources committee represents the Council’s interest in staffing matters. If required a panel of committee members is formed to deal with personnel related issues.

A Panel will be formed to undertake the annual review of the Town Clerk. This will act as the starting point of the Annual Performance Review process through the appropriate line management structure.

2.2 The Town Clerk

The Town Clerk will:

- Agree any variations to the normal annual timetable of performance reviews and confirm the target date for their completion and return of necessary records
- Act as a reviewer of the process to ensure consistency
- Address any breaches of confidentiality, which could amount to gross misconduct, as high priority.

2.3 Head of Service for Resources and Venues / HR Officer

The HOS / HR Officer will:

- Arrange performance review training for Line Managers
- notify line managers of performance review timetables
- issue employees’ files to the Line Manager, which must be signed in and out of HR Department.
- Coordinate a training programme if required

- Maintain a central record to ensure that priorities, training plans and data protection legislation are addressed

Employees' File Includes:

- Quarterly 1-2-1 Progress Reports
 - Quarterly Objectives Progress Reports, detailing objectives set at previous Annual Review.
 - Annual Employee Performance Review for current year
 - Previous years appraisal forms
- On receipt of completed performance review paperwork, the HR Officer will:
 - Record all identified training onto the annual training record
 - Move Quarterly Progress Reports and Annual Employee Performance Review paperwork into *Previous Years* file and input new forms in preparation for the First Quarter 1-2-1 Progress Report Meeting / process in the new year.

2.4 Line Manager

The line manager will notify the HOS / HR Officer and their reporting staff of performance review timetable.

Line Managers should ensure that they:

- Give employees at least 5 working days to complete their self-assessment rating
- Give adequate time and thought into both preparation and the performance review, including a review of the current job description of the employee
- Provide employees with any supporting documentation to help them contribute to an effective performance review e.g. job description, copy of previous year's forms
- Ensure that reviews are carried out before the target date and all paperwork is completed and signed off as appropriate
- Treat all employees equitably, keeping the meeting friendly but professional
- Maintain confidentiality throughout, limiting discussions regarding employees to their senior line managers and the Town Clerk and not communicating any issues in a public way without the consent of the employee.
- Support the Town Clerk in resolving any matters needing referral
- Manage aims and objectives affectively, by holding Quarterly 1-2-1 Progress Reports and Quarterly Objectives Progress Report meetings with the employee throughout the year.
- Ensure that all employee performance files are signed in and out from HR. While the file is signed out by the line manager, it is the line manager's responsibility to keep the file safe and return it to HR in the same condition as it was received.

2.5 Employee

As well as providing the opportunity for both Council and employee to comment on the employer/employee relationship, the Quarterly 1-2-1 Progress Reports and Annual Performance Review gives employees the right and opportunity to raise issues which relate specifically to their personal current/future development.

The employee should ensure that they:

- Give full support to the process, attending their performance review as requested
- Prepare adequately by completing the Employee Performance Review Rating and returning it to their Line Manager at least 2 working days before their review
- Plan ahead, ensuring that they know what they wish to discuss

- Be open, honest and constructive; focussing on themselves not other people
- Make full use of the opportunity to discuss the job role and future development but not entering into discussions regarding remuneration (*an area not covered by the performance review process*)
- Ensure and respect the need for confidentiality in all matters relating to their performance review
- Take joint responsibility with their line manager to enable their agreed objectives to be met and training to be achieved

3. SPECIFIC REQUIREMENTS

3.1 Training

- HOS /HR Officer will ensure that training on the Annual Employee Performance Review process is offered to all line managers on an annual basis and before the performance review programme begins. Managers who have joined the Council since the last round of performance reviews will be encouraged to attend training
- HOS / HR Officer will coordinate the training sessions in consultation with the Town Clerk.

3.2 Record keeping

- Annual Performance Reviews and 1-2-1 Progress Reports are a key component of the employee's personnel record and completed and signed records will be filed in an employee's personal file and stored by the HOS / HR Officer
- Line managers may keep copies of their reporting staff on record, but only in a secure and confidential location, and by agreement with the Town Clerk
- In line with the General Data Protection Regulations, the Council will only hold records that are relevant, other records will be securely destroyed in line with the Council's document retention and archive framework

3.3 Confidentiality

Quarterly 1-2-1 and Annual Employee Performance Review records should be kept confidential and should not be accessible in any format to any member of staff other than:

- the employee
- the line manager
- the employees' Head of Department (*if applicable*)
- the Town Clerk
- the Head of Service for Resources and Venues / HR Officer

Care should always be exercised to avoid breaching confidentiality.

4. PERFORMANCE REVIEW MEETINGS

Quarterly 1-2-1 and Annual Employee Performance Review meetings are encouraged to take place away from their office and in the Civic Lounge, which is light, spacious and a welcome break from their working environment and will encourage a more relaxed and open review meeting.

Performance Reviews should follow the format of:

- 1) Review of previous years' performance and achievement of set objectives (*with reference to appendix 1, part 2 and appendix 3*) to establish areas for improvement by the employee, their manager and the Council in general.
- 2) Managers will complete Quarterly reviews of objectives during 1-2-1 meetings and grade the level of completion of these set objectives though the RAG rating (*see appendix 3*). A final review of objectives will be completed at the Annual Performance Review meeting.
- 3) Setting of objectives for the year ahead (*appendix 3*) remembering that they should be:
 - Specific** - clear about what is actually required, trying to avoid too much detail and jargon
 - Measurable** - tasks need to be linked to quantifiable measure
 - Achievable** - consideration should be given to training/competencies

- Realistic** - neither too difficult nor too easy
Timed - anticipated timeframe and targets, phased through the year

Managers should agree with the employee 3 set objectives at the time of the Annual Performance Review, for the forthcoming year and record them in the file.

- 4) Identifying training and personal development for the year ahead should;
- commit the employee to a series of career path training and development activities
 - maximise an employee's ability to achieve service objectives in the medium and long term
 - reflect the balance between the Council's view of the employee's development needs in their current and possible future role, and the employee's own view of their long term career goals
 - be realistic, with appropriate resources being available and within budget
 - be jointly agreed by the employee and his/her line manager

Note: objectives and training should, wherever possible, be measurable against the Council's overall strategy

4.1 Paperwork

During the Annual Employee Performance Review, the employee and line manager should discuss performance, or any concerns and questions, record them on the Annual Performance review form and sign acceptance of the content.

In cases of dispute the line manager should attempt to resolve any issues. If this is not possible they should refer the matter to their Head of Department (if applicable) or the Town Clerk. Any referrals should be dealt with and a response given to the employee within 10 working days.

Referrals from Heads of Service regarding the Town Clerk should be made to the Chair of the Policy & Resources Committee.

When the line manager and the employee have signed the documentation papers these should be returned to the HOS, who will arrange a review meeting with the Town Clerk to consider and approve salary increases, based on scale points.

4.2 Infrequent appraisal meetings

The Town Clerk may instigate a performance review which has not been programmed on the annual timetable. In such cases the decision of the Town Clerk is final and, as with timetabled performance reviews, the role of the reviewing manager will be decided by the Town Clerk.

Infrequent performance reviews are regarded as exceptional occurrences, and are usually based on one of the following:

- an employee undertaking a significant change in responsibilities requesting a review
- a new starter who may have just missed a planned review but feels that one is necessary
- a performance review being undertaken incorrectly as indicated from a consistency review
- where, due to unforeseen circumstances, e.g. sickness, the timetabled review has not taken place at the correct time

5. CONSISTENCY

The line manager will ensure that all employees are treated equally at all times and will record all discussions with the employee on the Quarterly 1-2-1 Progress Report and Annual Employee Performance Review forms. Any queries raised by employee will be recorded and a response given by the line manager.

Queries that cannot be answered will be escalated to the Head of Service for that department, in the first instance, then to the Town Clerk and, if necessary, a Personnel Panel (see section 2.1). The response will be given as soon as is practicable and should be recorded on the employees' personal file.

The manager will take a view on whether queries and their responses should be brought to the attention of other employees.

The HOS will ensure that all appraisals passed for review have been completed correctly and fully.

6. FORMAL REVIEWS

Following each performance review program, a formal review will be undertaken and incremental increase approval made by the HOS and the Town Clerk, to confirm incremental increases for each employee, based on their performance review.

Areas for consideration are:

- performance reviews being completed on time, fairly and consistently
- achievement of the employee's set objectives
- employee's overall score achieved, determined by the line managers rating in the Performance Review
- line managers' comments and departmental Head of Service recommendations

APPENDICES

Appendix 1 - Annual Employee Performance Review

Appendix 2 - Quarterly 1-2-1 Progress Report

Appendix 3 - Quarterly Objectives Progress Report

Lance Allan – Town Clerk & Proper Officer

Signed:..... **Date:**.....

*This procedure is effective from March 2019 and will be reviewed every 4 years or more frequently if required.
Next review date: March 2023*