



Performance Management Scheme

Responsibility: Personnel committee

Review Cycle: Every three years, or earlier in the event of legislative changes

<u>Date of Adoption / Renewal</u>	<u>Resolution Number</u>
18 November 2008	5787

PERFORMANCE MANAGEMENT SCHEME

1. Purpose of the scheme

- 1.1 The council recognises the benefits of regular and constructive performance review and is committed to ensuring that staff members are provided with support to enable them to work as effectively as possible.
- 1.2 One of the ways in which such support can be provided is through the performance management scheme, which provides a systematic opportunity to:
- recognise the achievements of staff over the previous year
 - identify ways in which performance can be improved to the benefit of both the individual and the organization
 - agree performance objectives and targets for the coming year
 - identify development/training needs and prepare a personal development plan.
- 1.3 Individual performance will be reviewed on at least an annual basis, plus an interim review carried out six months after the main review.

2. The performance review year

- 2.1 Performance will be reviewed at the end of the municipal year i.e. during April. Objectives will be set following the election of the Council in May annually. The follow up review will take place during October, with twice yearly reports to the Personnel committee.
- 2.2 All appraisal documents should be signed and it is the signed copy only that is accepted. The Town Clerk objectives only will be reported to Full Council and not the whole appraisal document.

3. Who reviews

- 3.1 The review will normally be carried out by the immediate line manager. The Town Clerk will be reviewed by an independent facilitator in the presence of two Members of the Personnel Committee qualified and experienced in conducting appraisals. The Town Clerk will monitor all appraisals for completion and consistency and will report the outcome of this monitoring to the Personnel Committee.
- 3.2 The role of the Town Clerk is to ensure that a robust review process has taken place for all staff, to monitor consistency of approach and serve as a point of reference and, if necessary, appeal for any member of staff who has concerns at the outcome of the appraisal review.

4. Preparation for the review

- 4.1 For performance review to be successful and effective it is essential that both the reviewer and the employee prepare. A date should be set for the review meeting at least 2 weeks prior to the discussion taking place. The supporting paper work including the record from the previous year's

review, the part year review and the objectives must be provided to the employee when setting the date.

5. The job description

5.1 While the job description will often be reviewed as part of this process, in order to ensure it is a clear reflection of the role, it is not intended that grades will be changed unless there is substantial, material and permanent change.

6. General job performance

6.1 It is recognised that all jobs are formed of both a number of specific objectives and general job performance such as planning and prioritising the workload, communicating appropriately, working collaboratively with others and being flexible and adaptable. All aspects of the job will be reviewed.

7. Personal development

7.1 In order to carry out their role and to meet new objectives it is recognised that from time to time employees will need further personal development. Personal development is not simply about attending training courses. Development and training opportunities can be provided by a variety of means, but they should be realistic for both the individual and the Town Council, whilst taking into account operational requirements. Opportunities may include:

- on or off job coaching
- mentoring
- shadowing other staff
- taking on new responsibilities
- undertaking project work or contributing to working parties
- professional updating
- attending conferences, seminars and symposia
- training courses and workshops
- guided reading
- networking
- audio and video tapes
- e-learning

8. Confidentiality

8.1 The content of the review will normally be confidential between the reviewer and the employee, although the main record of discussion will be reviewed by the Town Clerk who will retain the forms for personal files and use the information to prepare the training plan.

9. Responsibility for the scheme

9.1 Line managers are responsible for preparing and carrying out reviews and setting objectives in a timely and consistent manner. They are also responsible for following up agreed action.

9.2 Responsibility for monitoring the process and ensuring it is carried out consistently, rests with the Town Clerk. The Personnel Committee will monitor progress to ensure all review discussions and mini-reviews are carried out at the appropriate times and that agreed personal development is carried out.

10. Conclusion

10.1 The aim of the review process is not to 'fill in forms' but to encourage positive communication between staff and managers, leading to better communication within teams and throughout the organisation. Staff development produces positive results in increased motivation and skills and a fuller understanding of a member of staff's role in contributing to the achievement of Crowborough Town Council's aims. This in turn produces a more effectively operating organisation and a positive benefit for all concerned.