

Great Chart with Singleton Parish Council

Founded in December 1894

Minutes of the Staffing Committee meeting held remotely on Thursday, 25th February 2021 starting at 5.30 pm

Present: Cllrs Wiffen, Y Barker, and Sullivan
A Szocs (Clerk)

The meeting commenced at 17.30 pm

1. Apologies for absence

Cllr McClintock

2. Declarations of Interest

None

3. Minutes of the Previous meeting

The minutes of the previous meeting held on 20 December 2020 were approved as a true record.

Proposed: Cllr Wiffen	Seconded: Cllr Sullivan	In Favour: 3
Vote against: 0	Vote Abstain: 0	Motion carried

4. Apprenticeship

The committee considered offering a Horticultural & Landscape Operative Level 2 Apprenticeship Standard qualification. The qualification requires the apprentice to spend 30 hours per week at their placement. The committee noted that the parish council cannot provide 30 hours and was concerned there might not be enough job to meet the required hours. While the committee agreed that it would be great if the parish council could offer this programme, this could currently only be part time. There was a short discussion about the possibility of offering apprenticeship in collaboration with other organisations for example Kingsnorth Parish Council or Godinton House. The clerk to contact Hadlow College for further details in terms of administrative requirements and to investigate if the programme could be offered part time or in partnership with another organisation. As the deadline for applications to Hadlow College for the next intake of apprentices is April 2021, it was felt that insufficient time remained to successfully apply this year. Consequently, it was decided to defer this issue to the 2022/2023 financial year, providing ample time for an investigation into potential partners.

5. Date and venue of next meeting

The next meeting is to be held remotely on Thursday, 22nd April 2021 starting at 5.30 pm.

The meeting closed at 18.15 pm

Signed by: _____

Date: _____

Draft Minutes

Great Chart with Singleton Parish Council

Employees Appraisal Policy

Introduction

- a) Great Chart with Singleton Parish Council is committed to maximising individual performance and potential and will provide the necessary feedback, support and training to ensure that high standards of performance are maintained throughout the organisation. Appraisal meetings are an opportunity for employees to seek and receive high quality, responsive and balanced feedback on their work performance from the council. It is also an opportunity to identify and plan for future individual learning and development needs.
- b) The key to staff appraisal meetings is that there should be no surprises. This is because staff appraisals must not exist in isolation but should be part of an ongoing process in which both the Chair or Vice Chair (on behalf of the council) and employees have a responsibility. An appraisal is a formal event happening each year, but there should be several regular, informal conversations between the Chair/Vice Chair and employee in the interim.
- c) Great Chart with Singleton Parish Council recognises that successfully undertaking the role of an appraiser requires that person to have received appropriate training. The Council will therefore ensure that prior to a Councillor being requested to undertake the role of an appraiser, such training will be made available if appropriate.

Procedure and reporting of Appraisal

Schedule for Appraisals

- a) Great Chart with Singleton Parish Council operates the following schedule for appraisals:
 - i. Staff on a probationary period will receive an appraisal at 4 weeks employment, 8 weeks of employment and a final probationary sign off appraisal at 12 weeks employment.
 - ii. If the employee is not at a required standard at the 12 week appraisal, the decision may be taken to terminate employment at that point, or extend the probationary period. If the probationary period is extended this will be noted in the employee's personnel file.
 - iii. Monthly appraisals will continue until the employee is signed off from the probationary period. (***The decision to terminate employment or extend a probationary period must be taken to a meeting of the Council to be authorised before any action is taken. It will therefore be necessary to plan ahead and to ensure that this item is an agenda item before the end of the employee's probationary period for a decision to be made.***)
 - iv. Once the probationary period has been completed, appraisals will be normalised and carried out annually, normally in March.

- b) Where it is known that an employee is due to commence a long period of absence, e.g. maternity leave, this will be factored into the objective timescales and where appropriate, an appraisal will be held before the absence starts. Where an employee misses a scheduled appraisal meeting due to sickness absence, it will be rearranged to take place following their return.

Reporting of Appraisal to Council

- c) Once the Appraisal has been completed and signed by the appraiser, the employee and the alternative trained Councillor, the Chair or Vice Chair (the appraiser) will provide a written summary for Councillors to note and for Council to consider any changes required to the employee's hours or training requirements. Any change in the employee's terms and conditions must be agreed jointly by the Council and employee.

Interview Preparation

- d) Appraisals shall be carried out in a formal interview between the employee and a suitably trained member of the Council. In the case of the Clerk and RFO, the interview will be with the Chair or Vice Chair. Each party needs to prepare for the meeting. The appraiser is responsible for scheduling the appraisal interview date.
- e) Employees should be given adequate notice of appraisal interviews. Self-assessment forms completed by employees before their interviews can help them detail what they think have been their strong and weak points; what they see as barriers to effective performance; their plans for the coming year and their development and training needs. Self-assessment forms are an aide memoire to the individual and they do not have to be shown to the person conducting the appraisal.
- f) For the appraiser, preparation should be ensuring they are clear on what is included in the employee's job description and any previous appraisals completed. They should also be aware of any training the employee has completed since the last appraisal, and any grievances or disciplinary action taken. The appraiser should consider the overall results attained by the employee and, where the results have been significantly greater or lower than expected, possible reasons for variations in performance. This will be easier if notes have been made throughout the year of the employee's successes and failures, and any performance related developments beyond the employee's control. It is a good idea to also draft a list of objectives for the following year. Appraisers may find the self-appraisal form a useful checklist when making their own preparations.

The Interview

- g) At least one hour should be set aside for the appraisal interview. The venue should be mutually agreed and should be comfortable and arranged to create an informal atmosphere. The interview should be free from interruptions.

- h) The appraiser should explain the purpose and scope of the interview, this being to:
 - i. **Review:** previous objectives and discuss the employee's actual performance.
 - ii. **Explore:** what factors affected individual performance examining both internal and external constraints and issues.
 - iii. **Agree:** future performance objectives and identify any support and development plans for the future. Targets set should be achievable and realistic and in light of available resources including time and should be capable of being monitored.
 - iv. **Plan:** identify training and development needs and plan for implementation including costs and timescales.

- i) The appraiser should initially ask the employee to go through the self-appraisal form to:
 - i. Encourage the employee to discuss his or her strengths and weaknesses
 - ii. Discuss how far agreed objectives have been met

- j) From this the appraiser and employee should:
 - i. agree future objectives
 - ii. discuss any development needs appropriate to the existing job or the employee's future in the organisation, for example: training, education, work experience
 - iii. summarise the plans which are agreed

- k) If there are disagreements the appraiser should explain how the employee can appeal against his or her appraisal.

After the interview

- l) After the interview, the appraiser should write up a summary of the main points from the meeting and any objectives agreed using the Appraisal Form. The completed form should be passed to the alternative trained Councillor for counter signing/amendment. It should then be forwarded to the employee for checking and comments and be signed by both the employee and appraiser with a copy to be retained by the employee and a second signed copy stored by the appraiser.

- m) If the appraisal scheme is to have credibility, it is essential that appraisers follow up any points arising from the interview and carry out any agreed action. For example, it may be necessary to organise training or help to overcome any obstacles to the employee's effectiveness which were mentioned at the interview.

- n) In the event of event of an appraisee having issues with the written appraisal, the appraisee will first discuss the matter with the appraiser.

- o) If resolution is not forth coming at that point, then the appraisee shall request that in a timely manner the areas of concern may be discussed with the alternative appraisal trained Councillor. If, following such discussion, the appraisee considers that the issues raised in the write up of the appraisal are not a fair representation of the appraisal, the appraisee may request that the matter is put before the full Council in a private session.

- p) If further escalation of the issues is required, the ACAS procedures will be adhered to.

1. Guidance for Appraisers

- a) Prior to the formal appraisal, preparation should be done by both parties. The appraiser should look at objectives set at any previous appraisals, while the employee should give due consideration to any points they want to bring up. It is important for the success of the process that appraisals are conducted with an eye on the bigger picture.
- b) **Be prepared**
Prepare by referring to a list of agreed objectives and notes on performance throughout the year.
- c) **Create the right atmosphere**
A successful meeting depends on creating an informal environment in which a full, frank but friendly exchange of views can take place. It is best to start with a fairly general discussion before getting into any detail.
- d) **Work to a clear structure**
The meeting should be planned to cover all the points identified during preparation with time allowed for individuals to fully express their views.
- e) **Use positive feedback**
Where possible, reviewers should begin with praise for some specific achievement, but this should be sincere and deserved. Praise helps people to relax – everyone needs encouragement and appreciation.
- f) **Let the employee do the talking**
This enables them to get things off their chest and helps them to feel that they are getting a fair hearing. Use open questions to encourage people to be expansive.
- g) **Invite self-appraisal**
This is to see how things look from the employee's point of view and to provide a basis for discussion as many people underestimate themselves.
- h) **Performance, not personality**
Always refer to actual events, behaviour and results.
- i) **Encourage analysis of performance**
Performance should be analysed jointly and objectively why things went well or badly and what can be done to maintain a high standard in the future.
- j) **Don't deliver unexpected criticisms**
Feedback on performance should be immediate and should not wait until the end of the year. The purpose of the formal review is to reflect briefly on experiences during the review period and to look ahead. Any specific

complaints/criticisms from employer/employee should be dealt with separately during the year by using the agreed grievance/complaints procedure within the organisation. These are not matters to be dealt with within the context of the staff appraisal.

k) Agree measurable objectives and a plan of action

The aim should be to end the review meeting on a positive note. There should be an outcome from an appraisal; either a continuation of previous behaviours and conduct, or a change to the employee's role that improves the situation both for them and the organisation.

Review date:

Signed: _____ Dated: _____
Chair, Great Chart with Singleton Parish Council

This model document is intended as an example only. Councils Will need to consider the content carefully and adapt it to meet their individual circumstances.

ADVICE NOTE: Appraisals – Example Documentation

To be read in conjunction with the main SLCC Advice Note on Appraisals.

The models below are intended to illustrate the different alternatives available to a council deciding its approach to Appraisals. They are not prescriptive and elements of each can be used interchangeably.

Example 1

STAFF ANNUAL appraisal
Confidential when complete

Name.....

Position.....

Date.....

General

The council's Annual Review is designed to promote both the development needs of the Council and your own in the context of reviewing your past priorities and achievements. In addition it allows you to consider obstacles to success and helps you to find ways of removing them.

The Objectives for the Scheme are:

- To enhance the quality of service delivery and overall development of the Council through encouraging each person to achieve the mutually agreed priorities;
- To identify and provide the support that enables everyone to achieve those priorities and at the same time gain satisfaction in the work.

To the post holder

Please review your current job description and objectives and comment on the achievements you feel you have made this year and the problems that have occurred. Note any significant departures from the job description as written and why this has occurred together with any impact that it has had on attainment of your priorities.

Indicate where you feel that there are opportunity areas for developing your job and role with an explanation of the benefits to the Council as well as likely costs.

Where you identify either a resource, support or knowledge-base issue as producing reasons for not achieving your priorities, be quite open and honest. In that way the Council can best consider how to offer the support that may be needed, or restructure the job.

To the Appraiser/ Line Manager

Consider carefully what has been written and be prepared to explore fully any issues that have been raised, as well as those you wish to raise independently. Give adequate time for discussion.

Section 1

To be completed by the post holder. Look at the most important aspects of your job description and note what the objectives and priorities were for the year. How did it go?

Job description item	Objectives and priorities	What did you achieve?	What problems did you have?

Job description item	Objectives and priorities	What did you achieve?	What problems did you have?

Consider your role. Do you feel that the job description adequately describes the job? What would you add or remove? Do you understand how your role contributes to meeting the council's overall objectives? What do you believe your objectives and priorities should be for the coming year? What help (e.g. training) do you feel you need to achieve them? Use a separate sheet if you wish.

Section 2

To be completed by the Appraiser/ line manager

Consider what the employee has written in Section-1 and make your own comments. Concentrate on areas where there are difficulties or disappointment noted, or where there is a specific wish to receive support in some form. The objectives should cover key aspects of the post holder's job. They should have direct relevance to the Society's aims and objectives for the next year.

Comment here on the overall performance. How did it go from the council's viewpoint? Do you agree with the assessment of achievements and problems. Are there any other areas which you would like to discuss?

Do you agree with the proposed list of Objectives and Priorities? Are there any which you believe should be added or removed?

Section 3

To be completed by the line manager and post holder following the review meeting

- 1) We have reviewed the past year and agreed a set of objectives and priorities for the coming year. These are attached.
- 2) We have / have not revised the job description which is/is not attached.
- 3) We have/ have not agreed a plan of other development actions including training and this is/is not attached.
- 4) The post holder has/ has not made additional comments and these are/are not attached
- 5) The line manager has/has not made additional comments and these are/ are not attached.

Signature of Post Holder.....

Signature(s) of Interviewer(s).....

Date.....

Example 2 XXXXXX Council

STAFF APPRAISAL FORM

Section 1: Employee to Complete this Section

(Use your job description and previously agreed objectives to complete this section of the form. Please review your job description to ensure continued relevance)

Name:

Post:

Date Appointed to Current Job:

1. Performance Over the Review Year

1.1 How would you describe your overall performance in the past twelve months?

1.2 Which parts of your job have you performed most effectively?

1.3 Which parts of your job have not gone so well?

1.4 State any part of your job description that you are not doing.

1.5 State any areas of work which are not in your job description.

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2. Your Skills and Expertise

2.1 What are your key strengths in your job?

2.2 What additional skills and expertise have you gained over the period?

2.3 Do you possess skills and strengths not fully used in your job?

3 Development Needs

3.1 What parts of your job do you find most difficult and why do you find them difficult?

3.2 Has a lack of a particular experience or skill affected your performance?

3.3 What additional training have you undertaken during the review period?

3.4 How effective has this training been?

3.5 What additional training or experience would now be of benefit to help you achieve future targets/objectives?

Objective/Target Setting

(Use your job description and any Council's aims and objectives to consider what you intend to achieve next year)

3.6 What potential individual objectives/targets do you want to discuss with your appraiser?

3.7 What potential objectives/targets have high priority?

3.8 Describe any particular help and/or support you feel you need to achieve your objectives/targets.

Section 2: Appraiser to Complete This Section

Name(s)

Date of Appraisal:

Period Covered From:

To:

*Consider what the employee has written in Section 1 and make comments in this section (**Section 2**). When you have completed the appraisal interview and agreed objectives, training and development plans the overall summary and plans for the following year should be summarised in **Section 3**. You should obtain the employee's comments and signature in **Section 4** and give the employee a copy of the full document for their records.*

1. **Agreed Objectives** *(although there are no set number of objectives those set should cover key aspects of the employee's job and have direct relevance to any Council aims and objectives).*

1.

2

3

4.

5.

2. Comments

2.1 Comment on identified main achievements (*add anything else that was done particularly well*)

2.2 Comment on work or anything else which has not gone well

2.3 Comment on any tasks that should no longer be in the job description and any that should be included

2.4 Give your overall assessment of the employee's performance during the last twelve months (include strengths, weaknesses and any constraints to their work and the outcome of specific agreed objectives).

Section 3: Future Plans

(this section provides an opportunity to record objectives for the coming year, agree training/development plans)

- 1. Agreed Objectives** *(although there are no set number of objectives those set should cover key aspects of the employee's job and have direct relevance to any Council aims and objectives.*

1.

2

3

4.

5.

2. Training/Development actions

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Section 4: Employee Comments

(This section provides space for the employee to comment on the completed form and the appraisal process)

Signature of Appraisee _____

Signature(s) of Appraiser(s) _____

Date _____

EXAMPLE 3 – SELF APPRAISAL FORM

Self Appraisal Form

A review of the appraisal period from your point of view to be used as preparation for an appraisal meeting. Your reviewing manager(s)/committee may also find this pre-review process to be helpful in preparing for the meeting.

- Which aspects of the job have been accomplished well?
- Which objectives have been fully met / partially met / not met?
- In which aspects of the job could you/the appraisee have performed better?
- What influences have made the job difficult to perform/been barriers to achievement?
- What strengths do you/does the appraisee bring to the job?
- What are the goals and challenges for the next review period?
- What training and development would help to achieve these goals?
- What skills and knowledge relevant to the role/career aspirations would the appraisee like to gain in the future?
- What improvements to the Council or the department can the appraisee suggest for the future?