

North East Derbyshire District Council

Cabinet

19 November 2014

Appraisal Policy and Procedure

Report No NB/14/14/CA of Councillor N Barker, Portfolio Holder with Responsibility for Human Resources, Training and Member Development

This report is public

Purpose of the Report

- To request that Cabinet recommends that Council approves the Appraisal Policy attached as an appendix and to note the associated documentation.

1 Report Details

- 1.1 Bolsover District Council and North East Derbyshire District Council currently use appraisal schemes, BDC's being the Appraisal scheme and NEDDC's being the EDPR scheme.
- 1.2 Both schemes currently assess the work undertaken by the employee/manager, set objectives for the employee/manager for the forthcoming months and highlight any learning and development requirements.
- 1.3 Both schemes currently use competencies to assess employees and managers against a set of pre determined criteria.
- 1.4 Employees are currently assessed at six (interim) and 12 (full review) month periods.

2 Conclusions and Reasons for Recommendation

- 2.1 Cabinet are asked to recommend that Council adopt one policy for use at both NEDDC and BDC for appraisal, see appendix.
- 2.2 With the formation of the Strategic Alliance, Bolsover District Council and North East Derbyshire District Council are working closer together. The formation of joint services working on behalf of both Councils means that some managers are currently undertaking an appraisal for some staff on the BDC scheme and others on the NEDDC scheme, however employees are working to the same or similar service plans and manager.
- 2.3 The adoption of one joint policy for all staff at BDC and NEDDC would assist managers and staff in working to one policy and set of guidelines without confusion.

- 2.4 An email was sent to Assistant Directors and Service Managers to inform them that HR were planning to review the appraisal scheme and to ask anyone who was interested in being involved to come forward. Encouragingly 13 managers responded to the request.
- 2.5 The HR manager met with the managers interested to discuss their comments and feedback and to incorporate this into policy and procedures wherever possible.
- 2.6 It is envisaged that should Cabinet agree the attached policy a communications plan will be put together to detail how and when this will be communicated to staff and managers via managers forums, NEDi and briefing sessions from HR.

3 Consultation and Equality Impact

- 3.1 As discussed above at 2.4 of this report, managers have been consulted with on the attached policy and documentation.
- 3.2 At their meeting on the 21st of March 2014 SAMT agreed in principle to a joint policy which included the changes to the policy and associated documentation as attached.
- 3.3 An informal meeting with Trade Unions took place on 30 April 2014. Minor amendments were suggested at the meeting and have been made to the attached documentation.
- 3.4 At their meeting on the 22nd of October 2014 JCG recommended the attached policy.
- 3.5 The Policy applies to all employees at NEDDC and BDC with the exception of some staff (maternity leave, long term sick leave etc) as detailed in the policy.

4 Alternative Options and Reasons for Rejection

- 4.1 Each Council could continue to follow its own policy for appraisal of staff. This option has been rejected as each organisation would be working towards similar criteria and the same or similar service and corporate plans but working to different timescales and using different policies and documentation. This would be inefficient as the teams involved undertake a significant amount of work twice and are unable to streamline the deadlines and plans, therefore being unable to be involved in supporting other work areas and projects.

5 Implications

- 5.1 If Council were to agree to a Joint policy for appraisal the policy will be rolled out to employees and managers with effect from January 2015. Briefings will be undertaken by HR alongside presentations at appropriate forums e.g. Service Manager forum and Staff Roadshows etc.

6 Finance and Risk Implications

- 6.1 There are no direct financial implications arising from this report.
- 6.2 The risk of duplication of work has been highlighted at 4.1.

7 Legal Implications including Data Protection

- 7.1 There are no direct legal implications or data protection issues associated with this report.

8 Human Resources Implications

- 8.1 The opportunity to develop one policy on appraisal for the Strategic Alliance would represent Human Resource efficiencies in terms of several teams across the Council, including most significantly management and HR.

9 Recommendations

- 9.1 That Cabinet recommends to Council:-
- That North East Derbyshire District Council adopt the attached policy for appraisals for staff and managers.
 - That Human Resources staff progress the timescales highlighted in the policy for future appraisals.
 - That briefings with staff and managers take place on the new policy as appropriate utilising Service Managers Forum, Staff Roadshows, ERIC etc.

10 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
District Wards Affected	
Links to Corporate Plan priorities or Policy Framework	Strategic Organisational Development - Continually improving our organisation

11 Document Information

Appendix No	Title
Appendix 1	Appraisal Policy
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
N/A	
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Appendix 1

APPRAISAL SCHEME

Employees are the major resource for achieving objectives. Effective people management is directly related to improvements in service delivery and can affect both the employee in terms of motivation and commitment and the Council in delivering excellent services and achieving results.

INTRODUCTION

This document outlines the procedure of the Appraisal Scheme. It describes the action to be taken by line managers (appraiser) and their employees (appraisee) in preparing for, conducting and following up the review meeting.

SCOPE

This scheme applies to all employees, with variations as follows:

New Starters - all new starters must have had an appraisal within the first six months of their employment in line with the Probationary Procedure. Assistant Directors must then ensure that these employees are included into the fixed cycle of the appraisals and reviews from then on.

Casuals - where casuals work less than an average of **9 hours** per month they should be excluded from the scheme. Any queries on the determination of casuals can be obtained from the HR and Payroll Team.

Fixed term staff – on 9 month contracts or less. Training needs will have been identified at Induction or during the probationary period.

Long-Term Absences – the appraisals for employees who have been on long-term absence should be picked up as soon as reasonably practicable.

Group appraisals - These can be completed for groups of employees. There is a form designed specifically for this, which is available on the Intranet. Whilst it is permissible to have a Grouped Performance Appraisal Plan and Grouped Learning and Development Plan completed at the initial appraisal (April-June) all employees in the Group Appraisal must be assessed against competencies at the Appraisal Review on an **individual** basis and have an **individual** Learning and Development Plan completed. The Assistant Director's consent is required for carrying out grouped appraisals and this should be obtained in advance.

PERFORM – Managers should ensure that they use the appropriate long-term absence codes when entering appraisal details onto PERFORM. All appraisal and review dates will be maintained within the PERFORM system by managers.

FREQUENCY

A meeting will be carried out after the individual has been in post for six months. Following this there will be an annual meeting, with a review every six months of performance against the action plan and the continuing relevance of the plan itself. These are the minimum requirements.

Additional reviews may be carried out where appropriate/necessary and many service areas conduct these supporting 1:1s.

RECORDS/CONFIDENTIALITY

Records of the interviews will be treated in the strictest confidence and be retained on the employee's personal file in accordance with the Data Protection Act 1998.

Appraisal Cycle (Annual review January - March)

Pre-Appraisal

Appraisal Preparation Form completed by Appraisee (optional).

Appraisal Meeting (January to March)

Review Performance Appraisal Plan for previous year noting outcomes. Discuss new objectives and how these link to Corporate/Service Plan Targets.

Review Learning and Development undertaken in previous year and complete relevant Post Learning and Development Evaluation Forms.

Review Competencies/ Job Description/Health & Safety Risk Assessment (where appropriate)/Check employee being treated appropriately.

Produce Individual Learning and Development Plan for next year.

Post Appraisal

Date of meeting to be entered onto PERFORM system by the manager.

Manager to provide a signed copy of documents to appraisee.

Appraisee to retain one copy.

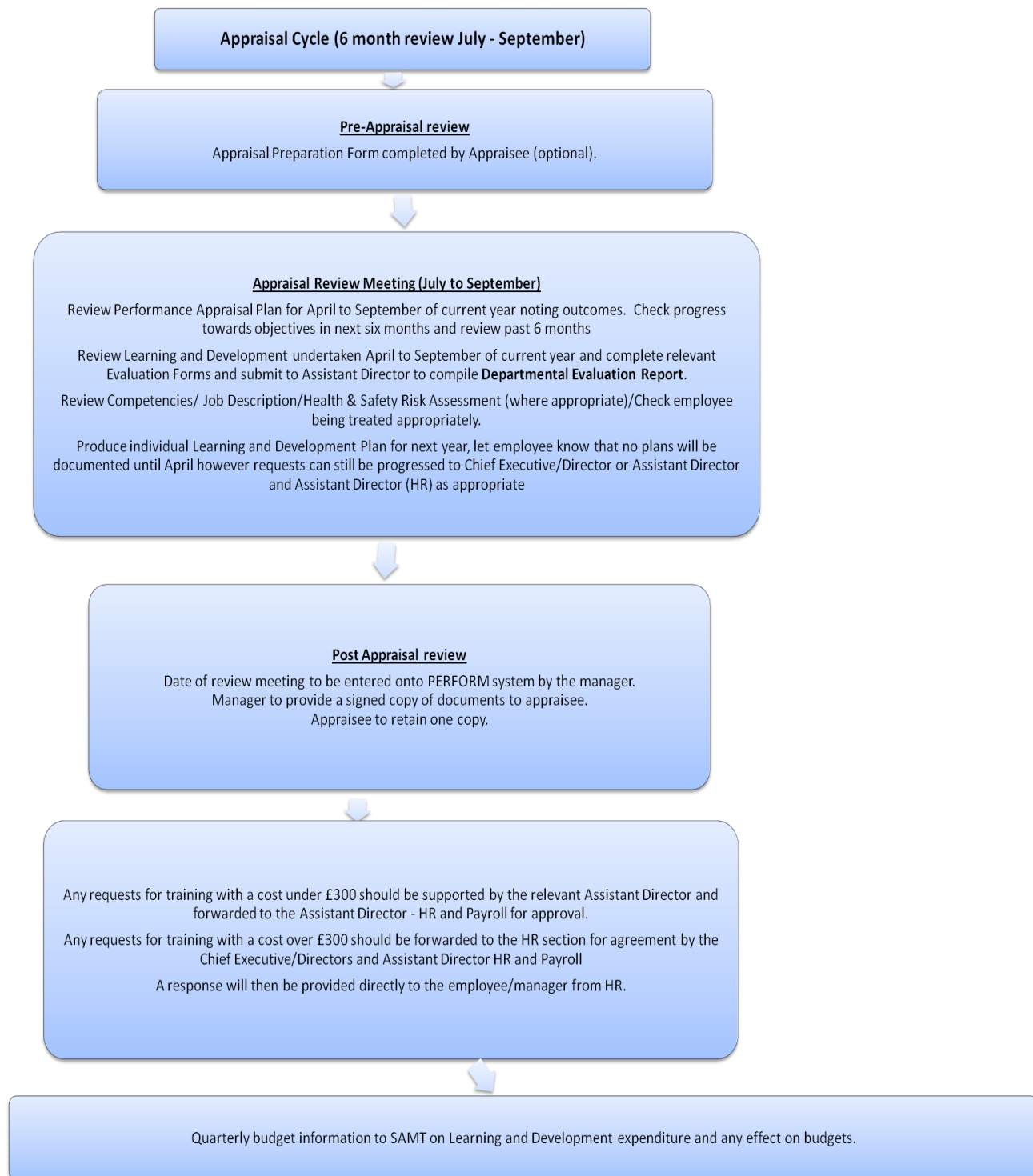
Manager to compile Service Area Learning and Development Plan and send to Joint Assistant Director by end of March.

Any requests for training with a cost under £300 should be supported by the relevant Assistant Director and forwarded to the Assistant Director - HR and Payroll for approval.

Any requests for training with a cost over £300 should be forwarded to the HR section for agreement by the Chief Executive/Directors and Assistant Director HR and Payroll

A response will then be provided directly to the employee/manager from HR.

Quarterly budget information to SAMT on Learning and Development expenditure and any effect on budgets.



PURPOSE

The purpose of the scheme can be defined in terms of four main activities:

Plan

- reviewing role requirements and how performance will be measured
- identifying learning and development needs to improve contribution
- identifying an action plan to meet any needs which have been highlighted through the Appraisal process

Do

- encourage performance and provide support

Review

- past performance
- assess and reviewing competencies

Revise

- seek improvements where performance standards have not been achieved and make adjustments for next planning round as necessary

AIMS

It has two main aims which are:

1. To support each employee to achieve a high standard of performance in the work which is necessary to enable their service to meet its own and the Council's priorities and objectives.
2. To identify employees' learning and development needs.

KEY PRINCIPLES

1. Achievement of individual, team and corporate priorities.
2. Commitment to the process of performance improvement.
3. The system will not be linked to an employee's pay.
4. It will not be used as a tool for selecting employees for redundancy.
5. It will not be used to rate employees against one another.
6. It will be operated separately from any disciplinary process.

BENEFITS OF THE APPRAISAL AND PERFORMANCE REVIEW SCHEME

A properly conducted Appraisal scheme benefits:

- the employee
- the manager
- the Council

In the following paragraphs, the benefits to each are explored.

Employees will benefit from the Appraisal scheme by having the opportunity to:

- understand more clearly what is expected in the job;
- find out how their manager views their work, receiving praise for jobs well done and receiving support and guidance for any areas which require improvement;

- be given the chance to contribute ideas and views as to how the service should operate;
- discuss any learning and development support they are likely to need;
- discuss and agree a learning and development plan if appropriate.

Managers conducting the reviews will benefit from the Appraisal scheme by gaining an opportunity to:

- review in detail the performance of members of the team
- assess learning, development and support needs
- understand how individuals perceive their own performance, learning and development needs
- understand individual's ambitions
- gain an overview of the balance of workload across the team
- uncover areas of confusion or overlap between members of the team
- realise constraints which inhibit employee performance
- understand how their management style contributes to the performance of their employees
- direct the work of members of the team by agreeing key objectives and how these will be met
- agree realistic learning and development opportunities with individuals
- agree any necessary updating of work programmes
- ensure equality in the treatment of employees
- encourage self assessment

The Council will benefit from the Appraisal scheme by gaining:

- improved performance from employees;
- improved motivation and job satisfaction on the part of employees;
- more accurate identification of training needs;
- better use of development opportunities in the workplace;
- greater prominence being given by all to learning and continuous improvement;
- improved opportunities being offered to groups that before have been under-represented in access to resources for training and development;
- an increased awareness of where both employee, team and organisation are going, need to go and how best to get there;
- improved quality of service given to public;
- better use of resources;
- better understanding between employees and their line manager.

RESPONSIBILITIES

Overview

The Joint Chief Executive, Joint Directors and Joint Assistant Directors interview their Service Managers who, in turn, interview the staff that they line manage and so on. This gives managers experience of being reviewed before conducting meetings themselves and ensures that the objectives they set for their staff are in line with overall corporate objectives.

Across the Council there are a range of responsibilities for performance:

Members and Senior Managers are responsible for:

- endorsing the Appraisal scheme
- ensuring that resources are targeted
- cascading corporate visions, objectives and plans down to team and individual performance level
- linking the management of people's performance with service plans
- setting targets and monitoring performance
- regularly monitoring, reviewing and evaluating the Appraisal scheme
- auditing the management processes which underpin the scheme

Line Managers are responsible for:

- translating corporate, directorate and service objectives into personal targets
- agreeing job descriptions and targets with their teams
- conducting at least monthly one-to-one meetings with each employee
- undertaking regular discussion and formal appraisals with individuals on the achievement of objectives
- identifying learning, development and other support needs and determining priorities for meeting these
- encouraging staff discussion concerning career progression and personal progression and personal development
- ensuring that six-monthly reviews take place for all employees
- recognising and communicating achievements
- evaluating developmental activity and ensuring that training evaluation forms are completed

Employees are responsible for:

- checking that their individual objectives fit with Council, service and team objectives
- ensuring that their job meets service delivery needs and that any issues of concern are fed back to their manager
- regularly communicating with their manager
- identifying personal development needs and how to achieve them
- preparing for meetings
- participating in any training, learning, development and other support opportunities that are offered
- reflecting on how development opportunities have improved the way they work and that this learning is shared with others

EQUALITY IN EMPLOYEE DEVELOPMENT

It is essential that managers treat all employees fairly and equitably in the employee development process.

As a mechanism for measuring performance, the process of Appraisal helps to identify employee development and training needs and other specific requirements to enable continuous satisfactory performance.

The Council is committed to providing equality of opportunity for its workforce and it is essential that each job-holder's performance is considered in an impartial and objective manner.

Managers must be particularly alert to the possibility of unintentional discrimination. This can occur when assumptions are made about the abilities, expectations and

ambitions of employees, or when judgements are based on stereotypes rather than an individual's performance. This can prevent employees from being allowed the opportunity to develop to their full potential and as a result may have an adverse impact on the way we conduct our business.

It is recognised that individual employees have different needs. The meeting should identify the barriers to performance and development which stem from disadvantage or discrimination.

The appraisal meetings are, and should be, regarded as part of the normal managerial/supervisory role in terms of continuous monitoring of performance and agreeing objectives.

COMPETENCIES

There are six competencies which are considered to be integral to the effective performance of all employees. There are also four competencies which are considered to be integral to the effective performance of those who have managerial or supervisory responsibilities. Appraisers and appraisees are asked to prepare for this section by identifying where the core skills have been effectively demonstrated and examples of where the core skill areas need improvement. Where areas for improvement are identified, agreement should be reached on how this improvement will be achieved. For example, this could be through a change in behaviour; formal training; coaching or further structured experience in the workplace (see 2.3). The competencies should be viewed in the context of the job requirements.

Employees will be assessed against the following 6 competencies

- Communication (non-managerial)
- Performance
- Team Working
- Customer Service
- Personal Effectiveness
- Knowledge and Skills

Managers will be assessed against the following 10 competencies

- Performance
- Team Working
- Customer Service
- Personal Effectiveness
- Knowledge and Skills
- Leadership and influence
- Strategic Planning
- Managerial
- Performance Management
- Communication

PROCEDURE

The procedure has three distinct stages: preparation, meeting and follow-up. The term 'manager' is used to indicate the person responsible for conducting the

appraisal meeting. The term does not relate directly to any job title. The reviewing manager will usually be the employee's line manager or supervisor.

Preparation

Initially some training is needed to help the manager operate the scheme. The training takes place before an individual conducts an appraisal meeting.

For the meeting to be effective it is important that the manager and the employee take some time to prepare for the meeting.

For the Manager

Arrange the meeting well in advance, giving reasonable notice to the employee of the meeting.

At this stage employees should also be given access to useful documentation such as records of past appraisal meetings, a copy of their current job description, relevant extracts from service plans, performance standards, Council's Corporate Plan and any other useful information.

For the Individual

The employee should look back over the previous twelve months and consider achievements and any suggestions they might have for improving the way their work is done. The employee should also consider the future. The employee should complete Appendix A.

For Both

1. Fix a mutually convenient time, allowing sufficient time for a relaxed, constructive meeting.
2. The manager and employee should each complete a preparation sheet prior to the meeting.

Appraisal is not about discussing current operational issues, which should be discussed as part of the normal day-to-day management process of the service. It is a review of key tasks and a process to identify learning and development needs. Long-term barriers to effective performance and working relationships are suitable topics for discussion.

The Meeting

No manager will conduct an appraisal meeting without first undergoing appropriate training.

Anything that detracts from the main purpose of the meeting, or interrupts this, is to be avoided. It is, therefore, essential that sufficient time is set aside (usually a minimum of one hour), that a suitable venue is booked if necessary and that all telephone calls and callers are stopped.

The purpose of the meeting is to:-

- review the employee's current job description, identifying any variations between this and the actual work being carried out
- review the actual job being done - what is involved and how well it is being done, by looking at both strengths and areas for improvement
- identify any changes which could make the job more effective
- encourage the further development of the employee within their current job
- identify any training, development and support needs the employee may have
- draw up an action plan

An appraisal record form is to be completed after each meeting.

Action Plans

These need to be realistic with definite timescales so as to be clear on who is going to do what, by when and how. Any goals should be specific, measurable, achievable, realistic and timed. They also need individuals' commitment so it is worth spending time reaching agreed goals as opposed to the manager imposing these.

Setting achievable goals is not easy. Items need to be selected that will make a significant difference to performance. It is important to focus on behaviours or outcomes that can be measured, rather than personal qualities or approaches which are open to subjective interpretation. Both parties, when setting or reviewing performance, must be aware of the need to separate the influence of other people or external factors from individual effort.

Learning and development needs should relate to competencies. They should be categorised as:-

Essential - those which are necessary to improve performance or because of changes, such as a change in job, job content, technology, work systems or methods or any other circumstances which need to be addressed to ensure that performance and service delivery is acceptable.

Desirable - those which assist in career development or which would help with improved performance and personal development.

Disputes

It is anticipated that disputes will be minimal, considering that the scheme relies on mutual respect and commitment to work amicably to resolve disagreements. However, it is recognised that there may be occasions when an employee feels dissatisfied with their treatment under the scheme, and in this case the matter will be dealt with under the Council's Grievance Procedure.

The appraisal process provides an opportunity to consider future career developments or personal aspirations for the year(s) ahead. The range of issues covered may vary; for some employees it might be their career aspirations for different roles within the Council, for others, who may be approaching a time when their pension becomes payable, it may cover where they see themselves working in the Council. The appraisee will not be held to anything which is said in this discussion; however, it does provide the opportunity to think about the longer term and succession planning. In summary:

If the Appraisee	The Appraiser should.....
Highlights specific career aspirations	Consider appraisee's learning and development needs and manage aspirations of Appraisee objectively
Highlights a wish to retire in the next 2 years	Inform HR of this intention.
Highlights a wish to retire at their Statutory Retirement Age, or at some point beyond their	Inform Appraisee that they should give the relevant contractual notice as stated in their

Statutory Retirement Age.	contract of employment.
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Health and Safety

The appraisal process provides an opportunity to review and agree the employee's individual Health and Safety Risk Assessment. Risk Assessments should not be viewed as a one off activity but an evolving document which should be reviewed on a regular basis or when the assessment may no longer be considered to be suitable and sufficient. Examples of when this may be necessary are:

- A change in the nature of the work;
- Introduction of new plant/ work equipment
- An increased appreciation of hazards and risks;
- Following an Accident/ incident
- Due to changes in the occupational capabilities of the individual.

Service Learning and Development Plans

As well as agreeing individual Learning and Development Plans a Service Learning and Development Plan will be produced each year in April by the Assistant Director. This will form part of the Service Plan and should further prioritise identified needs within the whole service. This is important for the equitable allocation of resources across the Council. Once completed a copy of this plan must be sent to the HR and Payroll Team.

On completion of the Appraisal process, using PERFORM, a record should be made that Appraisals are complete along with the date they were carried out. If you require help with this please contact Customer Service and Improvement Department.

Monitoring and Review

The HR and Payroll Team are responsible for monitoring implementation of the Scheme and its effectiveness. The HR and Payroll Team, as part of the continuous monitoring of the Appraisal Scheme, will access a random sample of appraisal records for coverage, consistency and effective people management.

Appendix A

Appraisal Preparation Form – for use at annual and 6 monthly review

1) What aspects of your job performance do you feel proud of and why?
2) In what ways have you met the requirements of your job?
3) What aspects of your job performance have made you feel disappointed and why?
4) What areas of your job performance do you feel you could improve?
5) What factors have influenced your achievement of your objectives? Mention here any obstacles/problems
6) Looking ahead, what objectives would you set for yourself?
7) What do you feel are your development needs?

8) How could your manager support you in developing your potential?
9) What are your future career development and personal aspirations for the year(s) ahead?
10) Any additional comments or points that you want to raise during your review meeting?

If you require a copy of your job description please contact HR and Payroll

Appraisal Scheme

Objectives of the appraisal process

The scheme is a two-way process where both Appraisee and Appraiser are able to talk through issues that relate to their work and plan for the coming year. Both parties will need to be clear on and agree individual and team priorities and targets accordingly.

Name of employee (Or employees if conducting a group appraisal)	
Job title	
Service	
Name of Manager	
Review date	

Should you have any queries please contact a member of HR for advice

Once the appraisal form is complete please ensure that any Learning and Development requirements are included on the Service Area training plan

Overall role requirements – complete only by exception if the job has changed since the last review.

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Review of previous year

Corporate Plan objective/target	Service Plan objectives/targets	Action taken by employee to meet the key task	Proposed and actual completion date	How was progress discussed e.g. 1:1, special meeting arranged and key dates	Outcome and comment
			XX/XX/XXXX-proposed XX/XX/XXXX-actual		

Plan for current year

Corporate Plan objective/target	Service Plan objectives/targets	Action by employee to meet the key task	Proposed completion date	How will progress be discussed e.g. 1:1, special meeting arranged and dates	Comments

Learning and Development Plan

Priority Essential/ Desirable	Identified Learning/ Development need	Link to Corporate Plan/Service Plan/Individual development	What is the best way to meet this need	Action required, by whom and date	Cost	Date training to be undertaken	Outcome/Not yet complete	Comments

Please note that any training requests should be added to the service area training plan and sent to HR ASAP to inform the Corporate Learning and Development Plan

Learning and Development Evaluation Form – complete for any learning and development activity undertaken since the last review

Name: _____ **Service Area** _____

Learning and Development Course	Date and Length of Course	Course Provider	Location / Venue	Reason for Attending / Objective	Did a discussion take place between yourself and your manager?	Have you fed back to colleagues where appropriate?	To what extent have your objectives been met? Full/Mainly/ Partially/ Not at all	Immediate benefits Individual/ Team/Council Impact of development	Concerns / Issues / Areas for Improvement	Would you recommend to a colleague? Why?

3 - 6 MONTH REVIEW	
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Reviewing the above, can you now identify any additional information e.g. benefits, improved job performance, areas for improvement, what you could do differently.

6 - 12 MONTH REVIEW	

Reviewing the above, can you now identify any additional information e.g. benefits, improved job performance, areas for improvement, what you could do differently.

Competencies

The information below may be used to facilitate discussion against the assessment criteria

4	Excellent	The employee clearly demonstrates that they are performing at the highest level against their current roles and responsibilities
3	Good	There is clear indication that the employee performs well in this area. This may be an area for development if higher levels of achievement are required. However the employee is operating at a good level in this competency
2	Satisfactory/Average	There is clear indication that this competency would require strengthening for higher levels of achievement to be met. However the employee is operating at a level which is satisfactory. Strengthening this competency would enhance performance of the employee and team.
1	Improvement required	The employee is limited in this competency which will have a significant impact on the performance of the individual and the team. It will be crucial to develop this competency to allow the employee to perform.

Competencies

Leadership and Influence (Management)	
Examples include • provide suitable and effective leadership to the employee group and within the management teams of the Council • influence people internally and externally in appropriate ways to achieve the objectives of the Council • use behaviours which empower and develop others • motivate, encourage and engage others, especially those for whom they have line management responsibilities.	Comments
Strategic Planning (Management)	
Examples include • develop and articulate the vision for their area of responsibility • make plans to involve the team in the communication of the priorities and objectives and to ensure these are actioned	Comments

• anticipate future requirements and plan to meet these • make appropriate decisions about service delivery • the ability to adapt to changes and to remain open to new developments. To be proactive, consider the benefits and risks involved in change and assessing these appropriately to arrive at a decision that benefits the team, service and Council.	
Managerial (Management)	
Examples include • manage on an operational day to day basis the service(s) for which they are responsible, meeting legal requirements, in particular with regards to health and safety and equality legislation • manage the financial resources available, preparing and monitoring budgets and taking action to avoid under/overspends • manage the people in their team(s)/service, including performance, recruitment and selection, discipline, attendance management and learning and developing employees. • to recognise the different needs of employees and to ensure equality of opportunity • manage any physical resources for which they are responsible • manage the Health and Wellbeing of employees by encouraging open communication between manager and employee to address issues around capacity, workload and work-life balance. Managers to discuss resource issues with staff and to consider re-allocation of work, re-prioritisation and welfare support for the employee where appropriate.	Comments
Performance (Management)	
Examples include • establish realistic and challenging targets for their service, their employees and themselves	Comments

• achieve targets through effective planning, monitoring and review • reviewing the performance of others and supporting them in achieving their targets. • identifying learning and development needs of employees in order to achieve and improve performance.	
Communication (Management)	
Examples include • communicate the overall Council vision, priorities and objectives and link these to the team and the individual objectives • express ideas clearly in writing, on a one to one basis, in meetings and in presentations in a formal context • give clear explanations, and instructions when necessary, to others, such as other employees and the public • use communication methods which are appropriate for each situation, for example: writing, e-mail, telephone, face-to-face and so on • communicate with colleagues across the Council to improve performance and share good practice.	Comments
Customer Focus (Management)	
Examples include • Use customer insight to inform policy and strategy and to prioritise service improvement activity. • Demonstrate commitment to developing and delivering customer focused services through recruitment, training and development policies for staff.	Comments
Customer Focus (Non management)	
Examples include • Protect customers' privacy both in discussions and in the transfer and storage of their information. • Actively promote and participate in delivering customer focused services.	Comments

• Treat all customers and clients fairly and with courtesy • Understand the needs of customers and clients • Ensure their needs are met where possible • Communicate appropriately and clearly with customers and clients	
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Communication (Non management)	
Examples include • be clear and gain understanding from the people you deal with, for example, other employees, your manager, supervisors and customers • communicate with immediate colleagues within the work group, sharing information to improve effectiveness and performance • use communication methods which are appropriate for each situation, for example: writing, telephone, face-to-face and so on • explain about problems faced with.	Comments
Performance (Non management)	
Examples include • carry out work to an appropriate level of competence and quality • achieve appropriate levels of output • work at a pace to ensure output is satisfactory • ensure errors are minimised.	Comments
Team working (Non management)	
Examples include • co-operate with team members to achieve tasks and targets • to support team members willingly when required • to undertake a range of tasks within the team context • contribute to improving team performance.	Comments
Personal Effectiveness (Non management)	
Examples include • take responsibility and initiative where appropriate, in dealing with situations • be punctual • have a good attendance record • have appropriate standards of personal	Comments

presentation and behaviour • be aware of conduct in dealing with others in terms of equality and diversity to promote a positive, non-discriminatory environment • be safety aware • deal with change in the working situation • be able to learn and continuously improve in the job role • work co-operatively and constructively with employees, managers and others • make a personal contribution and commitment to the priorities and objectives of NEDDC.	
Knowledge and Skills (Non management)	
Examples include • have the necessary technical knowledge to do the job • have the necessary qualifications to do the job • update qualifications as necessary • have the necessary skills to do the job • develop personal skills within the job • identify where additional training and learning is needed to deal with changes at work • undertake learning and other development activities to improve skills and knowledge (can include within learning and development personal achievement and learning which is not initiated by the Council).	Comments

Safeguarding training appropriate	Y	N
Safeguarding training undertaken	Date.....	

Data Protection training appropriate	Y	N
Data Protection training undertaken	Date.....	

Any other comments....

Signed by manager.....

Date

Signed by employee(s).....

.....

.....

Date

Once the appraisal form is complete please ensure that any Learning and Development requirements are included on the Service Area training plan