

Lowestoft Town Council Appraisals Guidance

Performance and development is an ongoing process including conversations between employees and line managers, which should be recorded where significant.

Annual appraisals are a formal part of this continuous process involving agreeing standards and objectives, giving and receiving constructive feedback on performance, and identifying appropriate training and development opportunities, in order to contribute to the success of the organisation. Additional appraisals might be held where appropriate.

Employee appraisals are conducted by the relevant line manager (currently the Clerk). In the case of the Clerk, they are conducted by the Mayor and the Chair of the Personnel Committee.

Appraisals are confidential.

An appraisal is a two-way process between the appraiser and appraisee and is not:

- A negative process
- A disciplinary interview
- An attack on the appraisee's personality
- A salary discussion

The purpose of the appraisal is to consider:

- The past: considering what went well (achievements and meeting of objectives) and what did not go so well (and any improvements that might be made)
- The present challenges and issues and consider progress, practices, priorities, and support required to meet them.
- The future through setting 'SMART' objectives which align with this appraisal guidance and the corporate strategic objectives.

Conducting an effective appraisal:

- The appraiser must be appropriately trained and aware of the risks created through conducting inappropriate or ineffective appraisals.
- The appraiser must consider this guidance.
- The appraiser must understand the corporate objectives and the importance of Health and Safety.
- The appraiser must understand the job of the appraisee and the context within which they work.
- The appraiser should review the last appraisal.
- The appraiser and appraisee should gather any relevant information and observations, including any examples for feedback.
- The appraisal meeting should ideally be appraisee-led and should be recorded on the appraisal form.
- The appraiser should ask open questions to prompt discussion, including on their own management of the employee
- The appraiser should provide constructive feedback
- All past objectives should be reviewed and new SMART*ⁱ ones set.
- The record of the appraisal should be promptly finalised and provided to the appraisee; any agreed errors should be corrected and a final copy, signed by the line manager and



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appraisee, should be kept securely within the personnel files at the Council office and provided to the appraisee.

- The next appraisal should be diarised along with and review meetings to monitor progress against objectives.
- Any training and support should be progressed.

ⁱ Specific, Measurable, Achievable, Realistic and Timebound