

PERSONAL PERFORMANCE ASSESSMENT PROCEDURE

1. Our Policy

- 1.1 The Council wants employees to perform their work at Luton Borough Council to the highest possible standard they are able to achieve personally, in a positive working environment. Therefore, the Council expects Line Managers to regularly review employees' progress and performance at work to celebrate successes, identify areas that need improving and discuss employee's general well being. As part of this process, formally each year, every employee is appraised to review his or her performance in the past year and plan for the year ahead.
- 1.2 This policy needs to be read in conjunction with other Council policies and procedures particularly the Employee Performance Procedure, including the Single Equalities Scheme. Guidelines for implementing this procedure are available for employees and appraisers as part of the Personal Performance Assessment Procedure.
- 1.3 This Procedure replaces all previous appraisal schemes.

2. Purpose of this Procedure

- 2.1 The purpose of this procedure is to clarify:
- The Council's commitment to appraising every employee.
 - The purpose, objectives and outcomes of the personal performance assessment scheme.
 - Who is appraised.
 - When employees are appraised.
 - The minimum standards expected when appraising employees.
 - The support available to employees when being appraised.
- 2.2 Objectives:
- Clarify and review standards, direction and allocate performance ratings against clear criteria.
 - Celebrate successes and individuals strengths.
 - Identify barriers, weakness and solve problems.
 - Provide clear and objective feedback to individuals.
- 2.3 Outcomes:
- Clear workload and standards of performance for the year ahead, including objectives where appropriate, agreed by the jobholder and appraiser.

- Training plan to meet learning and development needs agreed by jobholder and appraiser where possible and practicable.
 - A written record of the above outcomes for the jobholder to add comments to, and the jobholder and appraiser to sign.
 - Employees feel wherever possible, valued, motivated and supported.
- 2.4 This procedure applies to all employees (including full time, part time, job share, temporary, casual, fixed-term and indefinite) except:
- Those in schools on delegated budgets.
 - Those on teachers' conditions of service for whom there are alternative arrangements.
 - New employees who are completing their nine-month probation period who will be appraised using the probation scheme.
- 2.5 This procedure does not apply to Elected Members.

3. The Key Principles

- 3.1 Every employee has a right to:
- An annual meeting to the standards listed in this policy. Request an individual performance assessment.
 - A written record of the meeting, which they can add their comments to and sign.
 - Ask for the written record of the appraisal to be amended if it is not a true reflection of what was discussed and agreed.
 - Ask for a review of their assessment if they are not satisfied with the outcome.
 - Alternative arrangements for their performance assessment if they have made a formal complaint of harassment, bullying, discrimination or victimisation by their own manager and the investigation is not complete.
- 3.2 Managers have a responsibility to:
- Appraise employees to the standards in this policy.
 - Achieve the purpose, objectives and outcomes in this policy.
 - Give a valid reason if an individual assessment is refused.
 - Include all relevant people in appraising an individual's performance.
- 3.3 There is a standard form to be used for all Personal Performance Assessments.
- 3.4 Team Performance Assessments may take place where it is considered either by a manager or by a team of individuals that the discussions

would be more constructive. Team Performance Assessments are most appropriately used where a team of individuals all carry out the same duties and share the same objectives in the same area.

- 3.4.1 Team Performance Assessments may only be carried out where all members of the team and their manager/supervisor agree to it, this must then be agreed by the relevant Head of Service. Every individual will have the right to have an individual PPA if they prefer.
- 3.4.2. In circumstances where it is necessary for a manager/supervisor to handle the poor performance of an individual within a team, which is receiving team appraisals, this should be done using the employee performance management procedures.
- 3.5 PPAs should be completed during the allocated appraisal window; April – June (Senior Managers and M grade employees), July – September (L grade employees).

4. The Personal Performance Assessment Process

- 4.1 Third party feedback may be incorporated into the Personal Performance Assessments as a means of ensuring a holistic view of the employee's performance by requesting customer or colleague feedback. 4.2 As part of the Personal Performance Assessment process all employees should be allocated a performance rating – this will ensure that all employees know the level at which they are performing and where they may focus any continuous improvement. See Appendix A.
- 4.3 A Performance Improvement Plan will be used when individuals are given an overall performance rating of 4 (needs improvement) or 5 (under performing).
- 4.4 If an employee's performance does not improve to an acceptable standard within the 3 month timeframe set under the Performance Improvement Plan, managers are to commence the "first review" stage as set out at section 5.2 of the Council's Employee Performance Procedure.

5. Review

- 5.1 Every employee is entitled to a review of their Personal Performance Assessment if they are not satisfied with the outcome. Employees should write to their appraiser's manager within 10 working days of the meeting requesting a review and stating in full their reasons for making such a request. The resulting decision of the appraiser's manager is final.

6. Other Points

- 6.1 An employee is entitled to ask for assistance or support during an assessment meeting if they require this due to a recent breakdown in their relationship with their line manager or due to the application of other Council policies e.g. disciplinary, problem resolution. Each request for support will be treated on its merits and agreed where appropriate.
- 6.2 Reasonable adjustments should be made to the performance assessment process and meetings to help meet individual employee's needs, particularly those with a disability who have a legal right for reasonable adjustments to be considered.
- 6.3 Employees absent on Sickness Absence, Maternity Leave or a Career Break will not usually be requested to return to work to be appraised if they are absent on sickness absence, maternity leave or on a career break. However, a meeting should be offered as soon as possible after the employee returns to work.
- 6.4 The purpose of a personal performance assessment is about developing employees in a positive and constructive manner. It is recognised that employees may also be subject to other procedures whilst going through an assessment meeting eg disciplinary procedure, sickness absence procedure or employee performance procedure.
- 6.5 Detailed guidance for jobholders and managers can be found on the intranet.

APPENDIX A

Definition of ratings for overall performance
<i>Everyone should be rated against the following 5 point scale. Managers are required to score performance against objectives and then using the information discussed to give an overall performance assessment.</i>
1 = Exceptional People in this category far exceed performance expectations. They have continually over performed across a sustained period of time and always strive to develop further. They will have made an outstanding contribution to achieving team, department or council objectives.
2 = Highly Effective People in this category always perform to a high standard and often exceed performance expectations. They are proactive, always go the extra mile and achieve excellent results.
3 = Performing Well People in this category will be performing well against the objectives set/key tasks and the competencies and are working effectively overall. They meet and sometimes exceed expectations and the quality of their work is good. They deliver on their objectives and contribute to team and service objectives.
4 = Needs Improvement People in this category sometimes fall below the expected standard. They can at times fail to meet the main requirements of their job and objectives. There will be some evidence of efforts being made towards improvement with some tangible results, although there is further to go.
5 = Under Performing People in this category often perform below an acceptable standard and display no effort towards improvement. They fail to meet the main requirements of their role and make limited progress towards key objectives.
The performance improvement plan should be used when staff are assessed as (Needs Improvement - 4) or (Under Performing – 5) to improve performance to an effective standard. Managers will be required to set explicit performance targets to be monitored on a monthly basis.
0 = No PPA Completed To be used to indicate on iTrent that an employee does not require a PPA due to probation or maternity leave.