

# Performance Appraisals: Employee Guide

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# Performance Appraisals

## Employee Guide

### **Background**

Performance Appraisal is now well established across the Council, to the extent that from this financial year, it is a Key Performance Indicator (KPI). This development further demonstrates the importance placed on performance appraisals, which, when properly conducted, enhance employee relations, ensure that employees are properly supported and fully conversant in their role and understand how their role influences the Council's overall goals and objectives.

### **Employee Guide**

It is important that employees have a full understanding of the appraisal process. This guide is designed for employees who are still uncertain about the process, to clear up any concerns and to ensure that there is as much information as possible available to help you get the most out of your appraisal meeting.

## **What is a Performance Appraisal?**

Your Performance Appraisal is an opportunity for you and your manager to get together to reflect on past performance and to develop and agree new objectives and development needs to be achieved over the next year.

It is also:

- a two way discussion
- an opportunity to constructively discuss what is going well development needs
- about reviewing your performance against Council competencies
- to help you to realise your full potential at work
- to make sure that you are fully aware of how your role fits into the Council's goals and objectives
- to allow you to plan for your own personal development.

## **Preparing for your Performance Appraisal**

You should prepare thoroughly for your appraisal and be relaxed and ready to have an open and honest discussion with your manager during the meeting.

Both you and your manager complete the relevant forms prior to the meeting your manager will provide the forms. You will also need time to prepare and you should arrange this with your manager.

Refer to the following supporting documents to help you complete your form:

- Inverclyde Council - Performance Appraisals: An Overview and/or Your Pocket Guide to Performance Appraisals
- Performance Indicator Tables
- Last times performance appraisal documents.

Guides and Indicator tables can be accessed by asking your manager, logging onto the Council's Intranet, ICON, or contacting Human Resources.

### **General Preparation Tips**

- Do not worry
- Refer to as much of the guidance you feel you need to and ensure you understand everything, if not, ask before the meeting
- Complete your forms to the best of your ability, reflecting over the work you have done since your last appraisal
- Use evidence based examples to justify the grades you allocate yourself
- Consider anything else that you would like to discuss at the meeting and note it down
- When completing your forms, celebrate your successes however, accept we all have areas where improvements could be made
- Set yourself reasonable goals and objectives for the next year
- Prepare to suggest any improvements to the working environment or, any changes to working practices, which you have not had an opportunity to raise previously.

## Your Appraisal Meeting

### *During the Meeting:*

The aim of the meeting is for you and your manager to discuss each others' responses on the forms and seek to agree on as many areas as possible.

- Relax and don't be defensive
- Together with your manager, seek to agree on as many grades as you can, remain open to discussion on your strengths and development areas
- Together with your manager, agree your development plan for the next year
- Summarise your understanding of the meeting before you leave.

### *After the Meeting:*

- When you are both comfortable with the outcome, and have made any necessary amendments, sign the documentation and keep a copy for your records
- Throughout the year communicate with your manager, don't dwell on things, and always be waiting on your manager to approach you, make the first step.
- Take responsibility for your own development as well as seeking support from your manager.

# Frequently Asked Questions

**Q I have more than one job in the Council, does this mean I'll have more than one appraisal?**

**A** Yes, each job is considered independently.

**Q What is evidence?**

**A** Evidence is essentially examples of your work over the last year that you feel are relevant to the appraisal, and that you would like to refer to in order to explain why you have graded yourself a particular way or to highlight development need.

Normally you should not have to produce physical (eg paper) evidence as the meeting should focus on discussion, but you should refer to specific examples of your work.

**Q How often and when do I have an appraisal?**

**A** Appraisals are carried out once a year and arranged by your manager. The specific time of year is service dependent. Some services set aside the same period each year while other services may carry them out throughout the year, by, for example reference to each employee's commencement of service date. Confirm with your manager how your service approach to the timing of performance appraisals.

**Q *How long will my Appraisal Meeting last ?***

**A** This will depend on your post and grade, but normally between 20 minutes and an hour.

**Q *What do I get out of an appraisal?***

**A** Hopefully a lot, including:

- Having your contribution valued
- Understanding how your role fits into Council visions and objectives
- Encouraging continuous improvement and ongoing development
- Providing you with an opportunity to sit down with your manager and discuss work in general
- Identifying your strengths and areas where development may be required
- Keeping a focus on achieving high performance.

# Are you prepared for your appraisal meeting?

## Checklist

- I understand the purpose of my performance appraisal
- I understand where my post fits into the bigger picture
- I have looked at my last appraisal and development plan and I am in a position to discuss it fully
- I have completed my appraisal form including my assessment of competency levels and development goals
- I am looking forward to my appraisal and see it as an opportunity to discuss my job, my strengths and my development areas

**For further information please contact your line manager.**





## Get in touch

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