

## London Borough of Bexley Performance, Wellbeing and Development Scheme

A new form should be completed at the beginning of each appraisal year to record new Objectives

Your Objectives for 202\_/2\_

### Objective 1

Insert a brief summary of your objective:

Target completion date

Please describe key actions and deadlines to help you meet this objective:

### Objective 2

Insert a brief summary of your objective:

Please describe key actions and deadlines to help you meet this objective:

### Objective 3

Insert a brief summary of your objective:

Target completion date

Please describe key actions and deadlines to help you meet this objective:

\*add additional Objectives as necessary

**Section 1: General Comments and reflections on the appraisal year**

**Employee's comments**

**Manager's comments**

**Section 2 Progress on Objectives**

**Objective 1**

**Insert a brief summary of your performance against this objective**

**Objective 2**

**Insert a brief summary of your performance against this objective**

**Objective 3**

**Insert a brief summary of your performance against this objective**

\*add additional boxes as necessary

**Assessment of performance against Objectives**

**4 : Exceeded - achieved and exceeded all parts of required objective to an excellent standard**

**3 : Met - achieved all objectives which have been met to a good standard**

**2 : Part met - met some of the objectives, further development required in some areas**

**1 : Not met – objectives have not been met, significant development is required**

**Employee's overall Self-Assessment against Rating**

**Manager's overall Rating of performance against Objectives:**

**Summarise any follow up actions, timescales and/or development:**

**Section 3 Assessment of behaviour and attitude**

**Assessment of behaviour and attitude**

**4 Exceeded - achieved and exceeded to an excellent standard**

**3 Met - achieved met to a good standard**

**2 Part met - further development required**

**1 Not met - not been met and significant development is required**

**Employee's Self-Assessment against Rating**

**Manager's Rating of behaviour & attitude:**

**Summarise any comments and follow up actions and/or development including timescales:**

**Section 4 Compliance meeting all Council requirements/statutory obligations**

**This Section is about whether the employee has completed the actions required such as mandatory evolve training, DSE risk assessments etc. It should be evidenced by documentation or review of records.**

**For those employees with managerial responsibilities, documentation/records can be reviewed to demonstrate that managerial responsibilities have been completed. Examples include completing Axiom, regular supervision of staff etc. A short period of time can be agreed to ensure requirements are completed which in most cases should be no longer than one week.**

**Mandatory Evolve Training (Tick box to confirm completion)**

Certification - Cyber Security Awareness

Certification - Data Protection Essentials or Data Security Awareness Health & ASC

Certification - Introduction to Health & Safety

Program - Autism Awareness

Program - Equality Essentials

Program - Modern Slavery

Program - Safeguarding and Child Protection for non-children's service workers

Program - Safeguarding for non-adult service workers

**DSE (Tick box to confirm completion)**

DSE Risk Assessment Completed

3 Met – all requirements completed  
2 Part Met – some requirements are outstanding  
1 Not Met – significant shortfall in completing requirements

**Employee’s comments and self-assessment**

**Manager’s comments and Rating**

**Summarise any outstanding actions and/or development and timescales:**

**Section 5. Overall rating and summary**

**Overall Rating:**

**Manager’s summary:**

4 Excellent - employee achieved and exceeded all requirements to an excellent standard  
3 Good - employee achieved all requirements to a good standard  
2 Part met – employee achieved most requirements with further development required in some areas  
1 Not met – Employee has not achieved requirements and significant development is required

\*The employee must achieve a rating of 3 and 4 (good or excellent) on all areas of the assessment to qualify for an incremental/recognition award (e.g., Stars award) at the end of year assessment

.....  
The following areas must be discussed regularly and progress noted.

**Health and Wellbeing**

**Summarise discussion about the employee’s health and wellbeing and any actions agreed:  
(Please take care when recording any sensitive information here)**

**Training and Development**

Summarise discussion about training and development and actions and timescales agreed. To identify ICT skills gaps you may find it useful to use this form: <https://forms.office.com/e/8eEbqwUHuz>

Employee's Signature:

Date:

Manager's Signature:

Date:

### How to use the Appraisal Record

This form is designed to help prepare for regular management conversations/supervision and as the final appraisal record. This form is also used to assess at the end of year appraisal whether the employee should be awarded an increment (up to the relevant maximum spinal point). This form can be completed, saved and shared before each conversation takes place and then discussed by the employee and line manager at an appraisal meeting. Comments can then be added before final input by the manager. This form should be completed ahead of the conversation/appraisal to help structure the meeting and an updated record can be kept of the discussion and any agreed actions/timescales. Final appraisals should take place to conclude the previous appraisal year ideally in April/May so that final sign off can be completed in July before the overall recommendations are considered by Directorate and Corporate Leadership Teams. A copy of the form should be held securely and available to be viewed by the HR Service or the Senior/Corporate Leadership Team.

Employees will need to achieve an overall rating of 3 or 4 to qualify for incremental progression. If any area of the assessment is rated 1 or 2 then an overall rating of 3 or 4 cannot be achieved. Where increments are agreed they will be effective from 1 August in the following appraisal year.

### Section 1 General comments and reflections

In this section an overview can be provided which might summarise the following areas:

- How has the period gone since the last meeting?
- Delivery of key objectives
- Behaviour and attitude
- Key achievements

Key challenges

- Steps taken or planned to address challenges
- General comments
- Examples where performance has achieved/exceeded expectations

### Section 2 Progress on Objectives

Objectives should be set in March for the coming year. This section should set out objectives for the next 12 months. All objectives must be SMART (Specific, Measurable, Achievable, Relevant and Timely).

Both the manager and employee should comment on what progress has been achieved and any actions that are required. The following questions might be considered:

- Delivery of objectives and achievements should be regularly monitored through the management conversation with a final concluding summary on the achievement of all objectives.
- In most cases objectives should be between 3 and 5.
- Each objective will ideally be broken down into key actions with likely timescales.
- Agreed objectives should be recorded and any previously agreed objectives reviewed.
- Consider whether the objectives remain relevant, or do they need adjusting?
- Is delivery against the objectives on track, or are there any obstacles/challenges and how might they be overcome?
- An objective should be included in respect of improving and delivering excellent standards of customer service to residents and improving processes using ICT and digital channels.
- Can great performance be evidenced and has the employee “gone the extra “mile”?
- What ideas for improvement has the individual thought about?

Objectives may also need updating to take account of changing priorities or circumstances. In addition to these objectives there is an expectation that the general requirements and duties of the role are met.

An assessment should be made of the performance using the rating definitions, taking into consideration performance against all the objectives.

### Section 3 Assessment of behaviour and attitude

This Section is about how the employee does their role, how they build relationships and demonstrate the values and behaviours that the Council supports and promotes.

The following might be useful prompts for the discussion:

- How are relationships within the team, can the individual give any examples where they are creating or contributing to a great team environment?
- Does the individual receive good feedback about how they interact with colleagues, service users etc?
- Does the employee embrace and promote the Council's values on equality, diversity and inclusion in all aspects of their work and behaviours?
- Has the individual received negative feedback and what steps have been taken to work collaboratively to remedy this?
- Has the individual identified or recognised behaviours or attitudes that need addressing in a constructive way and how was this achieved?
- Can the individual give an example of where they have witnessed a great example of expected behaviour or attitude and what did they learn?

When rating behaviour and attitude, the expectations are as follows:

**4. Exceeded** - behaviour and attitude have been excellent throughout the appraisal year and individual has provided credible evidence that they have consistently "gone the extra mile" to the benefit of the team/service and wider Council. The individual creates a great team environment for colleagues and is a role model for other Council colleagues.

**3. Met** - Behaviour and attitude are good. Some examples where the individual has "gone the extra mile". The individual contributes regularly to creating a good team environment but could be more proactive in helping to develop team relationships.

**2. Part Met** - there are some concerns regarding behaviour and attitude and improvements are required. Individual does not regularly "go the extra mile" and needs to be more proactive. The individual does not sufficiently contribute to creating/maintaining a good team environment and needs to find ways of addressing this shortfall.

**1. Not met** - there are significant concerns regarding to behaviour and attitude. The individual is not able to evidence "going the extra mile" and these concerns need to be addressed. The individual does not contribute to creating/maintaining a good team environment and these concerns need to be addressed.

### **Section 4 Compliance: meeting all Council requirements and statutory obligations**

This Section is about whether the employee has completed the actions required such as mandatory training, risk assessments etc. It should be evidenced by documentation or review of records.

If any requirements are outstanding the highest rating possible on this element is 2. The following areas should include but not be limited to the following:

- Have all Evolve mandatory modules been completed? Y/N
- If No, what is outstanding, are there any obstacles and what are the timescales for completion
- Set a target for delivery
- Have all statutory/other requirements been completed? Y/N
- Has a DSE form be completed on MyView? Y/N
- List risk assessments, Covid assessments and other MyView requirements
- Are there any there any performance issues, what are they and what action will be taken to address

For employees who are managers there are additional requirements to be considered including:

- Are budget forecasts updated in line with the budget monitoring timetable? Is income and expenditure in line with the agreed budget? What mitigating actions are in place to resolve adverse variances?
- Have all absences been recorded for the team?
- Has there been any data breaches and if so are they recorded and has there been learning from the event?
- Are there any FOI/complaints in the system and have the timescales been achieved?
- Are there any authorisations outstanding within the MyView system?
- How are the rest of the team performing and are there any performance concerns emerging – if so what is the plan to address the concerns?
- Has the manager undertaken all regular supervisions for their team members and are they recorded?
- Has the manager taken all reasonable steps to ensure staff within their remit have completed all their required actions?

### **Section 5 Overall rating and summary**

The Manager should include an overall rating and summarise the reasons for this rating. If any of the elements are rated at 1 or 2, the overall rating cannot exceed 2.

Each rated element and a summary must be input into the PWD Appraisal form in MyView by the manager which will then be reviewed and agreed by the Grandparent.

### **Health and Wellbeing**

Every performance conversation should include a discussion of the employee's health and wellbeing to identify and address any concerns that might be raised. The employee should be encouraged to share their thoughts but may chose not to. Advice is available from HR to respond to any concerns raised. This element is not rated.

- Are there any health and wellbeing concerns?



- Is the individual achieving a work-life balance and if not, what concerns are there?
- What level of annual leave is outstanding and is there a plan for regularly taking leave throughout the leave year?
- Has the individual had any unplanned absence and if so is any additional support needed?
- Does the individual have any long-term health conditions and do any adjustments need to be considered or reviewed if already in place to make sure they are meeting the individual's needs. Has a referral been made to Occupational Health or a self-referral to Access to Work?

A range of support is also available from the Employee Assistance Programme – details can be found on B Hive.

### **Training and Development**

Every performance conversation should include a discussion of the employee's training and development. This should include general training, professional training and any CPD that is necessary for the role. It should also consider how the employee can be supported to develop their career. This element is not rated but may feed into the assessment around objectives.

- What development is needed, what are the timescales and what milestones are there (if any)?
- If development has been undertaken, what was the impact on performance?
- Specifically, what development is required in the use of ICT and business systems?