

Cumberland Employee Appraisal

Employee Guidance

Health and wellbeing is at the heart of everything we do and, in order to thrive at work, all employees need to be involved in regular conversations with their manager about the work they do, how they feel about it and where they may need help, support and guidance.

The Cumberland staff appraisal process provides a simple structure to support an annual review and summary of these conversations, capture progress and achievement against personal, team and service priorities and look towards new ones for the following 12 months.

This appraisal process replaces all previous appraisal systems in the legacy councils. It is designed to complement your regular one to ones with line manager and you are encouraged to utilise the heading areas and/or this template to support those meaningful, ideally monthly, conversations throughout the year.

By being involved in regular conversations with your line manager you will be able to receive positive and constructive feedback - any praise for work well done or constructive feedback given in the moment and not stored for the next annual summary. Nothing in the annual summary conversations should be a surprise to you - it does not replace or prevent regular one to one conversations, which you will, ideally, be having on a monthly basis with your line manager.

The appraisal process aims to:

- Ensure all employees understand and are engaged with Cumberland Council's values and Target Operating Model and how these underpin and link to their role.
- Provide an opportunity to check in on health and wellbeing.
- Ensure all employees feel included, valued and supported in delivering against council priorities.
- Provide quality time with your line manager to reflect on what has been achieved, is progressing well, could be even better and how.
- Encourage ownership of work and development, seeking solutions and opportunities to further improve practice.

The essentials:

Preparation before the discussion: You should expect your line manager to agree and schedule a place and time to meet which is somewhere you both feel comfortable and will be free from interruptions. Whilst face to face is preferable for these conversations, effective conversations can be held on Teams and supports effective use of time.

Prepare for the conversation, making a note of anything you want to talk about, using the sections on the Appraisal Conversation Template as a guide.

We recommend using the appraisal conversation template to guide and record your regular conversations and use these to refer back to in preparation for the annual summary review.

During the discussion

Employees and line managers should work collaboratively to ensure that 121 and annual summary appraisal conversations take place and are both productive and supportive. The conversation should be two-way, providing a balance of feedback, active listening and an opportunity for you to talk. Make notes of key points for reference in future conversations.

The more we have these conversations, the more they will flow – the conversation template does not have to be followed in prescriptive order – by having regular conversations, you and your manager will get to know each other even better and thus understand each other better.

For example what motivates you? What are your strengths? What is your communication style?

At the end of the discussion:

Your manager will share notes of the conversation with you on the conversation template.

Wherever possible, take time to ensure the next conversation is scheduled so it is in the diary and you feel appreciated and valued.

Recording Completion

The annual appraisal summary must be recorded by completing the Employee Appraisal Completion Form – this acts as both an electronic recording of the date of completion and, where identified, your manager can log any additional development needs identified as part of the annual summary process.

The Cumberland Staff Appraisal Conversation Template

The sections of the template are designed to cover the key areas of discussion, however, you should not feel limited by the questions and can adapt them to suit your preferred style and circumstances.

Section one - Discussion on your general wellbeing (Discussion on workload/personal pressures, your individual needs and support, solutions, signposting)

Aimed at being an open discussion to understand your general health and wellbeing and provide opportunities for managers to offer support and/or signposting to wellbeing resources and services. It also provides an opportunity to discuss and/or review any reasonable adjustments.

Think about the following – how would you respond if asked some/all of the following:

- How are you? How are you really?
- How are things going?
- Anything causing you concern at the moment that we can support you with?
- How does the balance between work and home feel?
- What do you do to help manage your own health and wellbeing?

[Looking after your wellbeing \(sharepoint.com\)](https://sharepoint.com)

Section two - Our Cumberland Values - Tell me about how you have demonstrated some/all our values.

What insight did you gain from this? Did you experience any barriers and how did you overcome them?

Our values are the golden thread underpinning everything we do. It may be useful to initially have a discussion with your manager on the values and what they mean to you and how they resonate with your own values. This will help with further conversations as to how you are bringing our values to life in your everyday work and provide opportunities to discuss where you may be coming across barriers or issues to doing so.

Examples could include:

- If you are a Change Champion what has been your involvement? Has it enabled you to **collaborate** with new colleagues from other teams and services? What benefits has this brought? Do you feel more **empowered** as a result?
- Have you been involved in a particular task or project which has demonstrated an **innovative** approach/way of working to achieve the result? How did you approach this? What did you learn and what are your reflections?
- Have you shown **compassion** during the course of your work? What were the circumstances? Has this made you even more **ambitious** for the development of the service?

Section three - Career aspirations/Areas of interest: Is there a particular area or initiative that you have a personal interest in? How do you think you could get more involved in this? How can your role be supported?

Our values and target operating model seek to encourage collaboration, working across the council and with our stakeholders to achieve excellent services and improve the health and wellbeing of all residents of Cumberland. Our employees should be encouraged to be curious and ambitious regarding developing your own skills and experiences and in developing the services of the council.

This section is encouraging conversations regarding how you can and should be interested in how you can learn about and from other teams and services, share good practice and learning, developing your own skills and competence. This will be different for individuals and provides an opportunity for discussion about your wider interests and aspirations and, in some cases, may also support employee retention and promotion.

One example of a positive development route is by becoming a Cumberland Change Champion. A great opportunity to collaborate with a wide range of colleagues and look at innovative ways to develop even better, innovative services to meet the needs of our residents.

Section four - Supporting Service/Team Priorities

A) Progress on Personal Work Priorities

This section covers a review of previously agreed work priorities, progress towards and actual achievement.

Consider:

- What has gone well? What is helping/has helped this?
- What have you learned from this?
- What is impacting on achievement? What have you done/are you doing to reduce this impact?
- What support do you need?

B) Your Contribution - New Service/Team Specific Priorities

This section provides the opportunity at the annual summary to discuss and agree new priorities for the next 12 months to support the achievement of personal and team/service priorities.

In considering priorities you should discuss with your manager what are your strengths and what tasks would really play to those strengths and enable you to grow and thrive? What are the areas that would interest and motivate them and add even more value to the team and organisation?

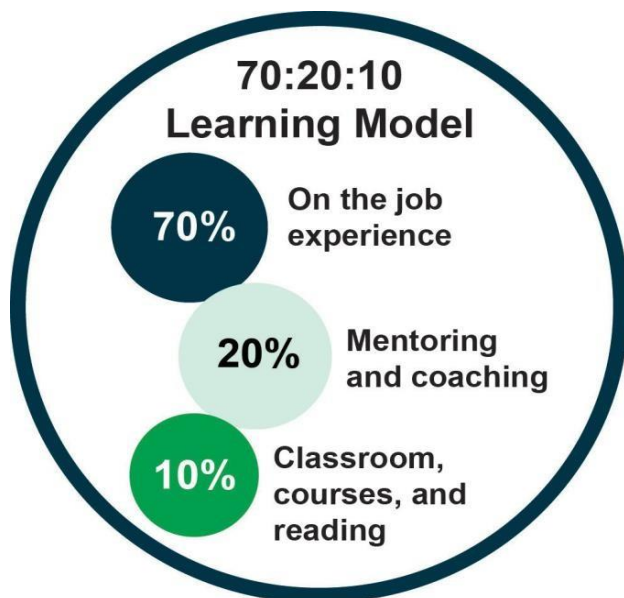
Once agreed, please ensure they are captured on the Appraisal Priorities template.

C) Support and development

In agreeing and setting priorities, it is important to consider the support and development needs to support achievement. This section is to note any development needs which fall outwith the mandatory/required training for their role (which is captured separately through your service line management into a training plan), but would include additional development such as work shadowing, coaching, mentoring, learning journeys and would typically be self driven and/or facilitated and supported by the line manager or others within the team/service or may involve collaborating with other teams and services across the council and/or with other key stakeholders.

The council is committed to encouraging the 70:20:10 model of learning, based on the principles that:

- **70%** of learning comes from experience on the job, experiment and reflective practice.
- **20%** comes from working with others, coaching and mentoring.
- **10%** comes from formal learning interventions such as courses.



Consider how can you use this model in your development – what is the best way to support your priorities, areas of interest and/or aspirations?

Where an additional course or learning requirement is identified, this should be submitted by the line manager. It is important to note these will be subject to budgetary constraints and priorities. Follow this link to explore what's on My Learning. [iLearn - Home \(sharepoint.com\)](https://sharepoint.com)

And finally... Overall Summary Comments and Sign off

The last section of the template provides space for the employee and the line manager to add some summary comments. This is space to make an overall comment about how you feel things are going/have gone and what you are looking towards. If you've not covered it in other areas, you may want to include where you have had feedback from others, whether it be colleagues, other teams or managers you have been working with.

Once all this is completed the form should be signed by both parties and dated. Your line manager must ensure the annual summary is recorded on the Employee Appraisal Completion Form.

Please note this form captures both the date of completion and any additional development needs identified and will be collated by LD Admin. These identified needs will then be reviewed by the service/directorate in conjunction with Learning and Development.

Cumberland Employee Appraisal Priorities Template

This template should be used to note the discussed and agreed personal and service/team priorities.

As detailed above, in considering priorities for employees, managers should discuss with you your **strengths** as an individual and what tasks would really play to those strengths and enable you to grow and thrive. What are the areas that would interest and motivate you and add even more value to the team and organisation? They should involve you in the conversation and writing of the priorities, including suggestions as to how they could be successfully delivered.

In agreeing priorities, please consider, discuss and ensure:

- They are as clear as possible - what will delivery/success look like?
- It will be clear when achieved/progress made - you can see it.
- It can be achieved by the person and team – it is possible, within their reach, capabilities, sphere of influence.
- It can and needs to be done – whilst stretch and ambition is to be encouraged and supported it needs to be achievable.
- It needs to be achieved in the agreed timeframe to meet a priority need - it is a priority and not a “nice to have one day task”.

Consider and discuss how the priorities can be delivered and what barriers/obstacles may be faced and how they might be overcome. This leads to what support needs may be identified and, again, you will be encouraged to lead on this, thinking through what you may need to do, learn, research to ensure progress and success.

The final column provides space to record progress and achievement which complements the conversation template.

The template also provides space to capture more detail and progress with career aspirations and areas of interest.

Once agreed, this template supports your regular one to one conversations and the annual summary.

If you have any queries about the appraisal process or need support, please contact learninganddevelopment@cumberland.gov.uk