

CORPORATE PERFORMANCE & DEVELOPMENT APPRAISAL PROCEDURE

This document applies to all Council employees except:

- Fire employees on Grey & Gold Book Terms & Conditions
- All school based employees

This document may not be applicable to employees who transferred into LCC under TUPE legislation and remain on the terms and conditions of their previous organisation.

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1. PERFORMANCE AND DEVELOPMENT APPRAISAL – INTRODUCTION

Managers are responsible for ensuring that each member of staff in their team is clear about what is expected of them in achieving their personal, and, where relevant, team objectives from the beginning of their employment.

Performance and development appraisals give individuals and their manager an opportunity to review performance and agree personal objectives and learning and development requirements, which will help to achieve those objectives.

Each member of staff will have objectives which will contribute to the agreed objectives identified by the service.

Formal appraisal meetings, at least one at the beginning and end of the year (ideally January/ February) and one for the half year review (ideally June/July) will be supplemented by regular updates, one to ones, supervisions and/or mentoring meetings.

At the end of an appraisal year, the appraisal meeting should include discussion around and confirmation of an overall performance and development appraisal rating. This will be taken into consideration for incremental pay progression decisions for staff on Local Government terms and conditions (Greenbook) and who are on GLPC pay grades, unless they are currently on the top scale point for their current grade.

The electronic, audio or video recording by any device of appraisal meetings will not be permitted, unless express authorisation has been received from the appropriate senior manager prior to any such recording taking place.

Employees will be fully informed about how the procedure will work and how it will affect them.

New employees will be informed about the procedure in use in their department as part of their induction. They will have an initial appraisal shortly after starting their employment and be set objectives and targets that are appropriate for the role, to assist them in reaching the required level of performance to qualify for their first increment payment and be confirmed in the role. See [Probation Policy and Procedure](#).

Subsequent appraisal meetings can then take place within the same timescales of those being held for other members of the team.

An individual performance plan outlining targets and objectives must be aligned with team/service/business plans and show a link to continuous service improvement.

Areas for personal development will be agreed that will assist the employee to meet their objectives and the job requirements.

Appraisal meetings must be carried out in private. Adequate time must be allocated so that the meeting is unhurried and the discussion is properly considered. The appraisal meeting can be typed into the MS Word Performance and Development Appraisal form or written on a printed copy. Information about the performance and development

appraisal meeting will be recorded on Business World On! by the appraiser including the date of the meeting and the outcome i.e. the rating.

The appraiser and their manager will have a role in ensuring that the relevance and achievability of the objectives for all team members are consistent and in line with the level of each post.

Managers must not “store up” issues to raise at the appraisal – the correct time to give praise or to deal with issues is at the time they occur or as part of regular supervision/one to ones. Any remedial action taken may, where there are no mitigating circumstances, include the use of the [Council's Capability Procedure](#).

If there are any disagreements over the accuracy or fairness within the appraisal record or meeting, these should be resolved informally where possible. Employees may use the [Grievance and Dignity at Work Procedure](#) if the disagreement is not resolved.

2. A GUIDE FOR APPRAISERS

As part of a performance management framework, appraisal supports normal regular dialogue between managers and their employees, regular supervision and good day to day management practice. All appraisers must undertake the mandatory performance and development appraisal e-learning.

As the appraisal meetings will be taking place twice a year (annual appraisal meeting at the beginning of the appraisal year where the previous year is reviewed and objectives are set for the forthcoming year and the 6 month review meeting), each meeting will be a continuation from the next, reviewing, updating and adding both objectives and development needs, making performance a more regular part of the discussion employees have with their line managers.

2.1 Preparation

The Performance and Development Appraisal Procedure is designed to be supportive to employees and seen as an opportunity for all employees to contribute to their own team, Director area and the Council. It also provides an opportunity for personal development. All employees should be encouraged to influence the direction of the organisation through having their views listened to as part of the appraisal process.

An appraisal meeting will be a formal discussion, normally between the employee and their line manager.

Employees must be informed of the date, time and place of the appraisal meeting at least 2 weeks in advance and be asked to prepare for the meeting.

The appraiser will need to be familiar with the previous appraisal record including development plans, job description, person specification, the Core Values and Behaviours Framework and any agreed performance criteria prior to the appraisal meeting.

Where staff are matrix managed or report to different managers or project sponsors for their objectives, it may be relevant for the appraisee to discuss each objective with the relevant manager or sponsor and for that information to be recorded on the individual's

appraisal record. Alternatively joint appraisal meetings can be held with all relevant managers.

Where employees are employed on more than one contract carrying out different roles in different teams, it may be reasonable to merge meetings and objectives set but may also be appropriate to have an appraisal with each line manager with relevant objectives for each post.

Before each appraisal meeting the appraiser and the appraisee will need to reflect on:

- The work the appraisee has been involved in, including what has gone well, any areas for concern and what needs to happen next.
- Future demands and service plans.
- Any new objectives that might be appropriate.
- The appraisee's performance against the Council's Core Values and Behaviours Framework.
- Possible development needs and skills and knowledge which are specific to the post.
- Career aspirations and opportunities.

2.2 The Appraisal Meetings

The purpose of the annual performance and development appraisal meeting and the 6 month review meeting is, through discussion, to:

- give and receive feedback
- review targets and objectives set at the last appraisal meeting
- discuss the end of year overall rating for the previous year's objectives and behaviours
- assess against the Council's Core Values and Behaviour Framework
- agree any additional targets and objectives
- identify development and training needs and opportunities
- set a date for the next appraisal meeting

The appraisal meetings will be recorded using the Performance Appraisal and Development form. The appraiser and appraisee will agree the written record. The form should be completed and agreed within 5 working days of the appraisal meeting by the appraisee and the appraiser. If they do not agree, the appraiser's line manager will consider the matter.

The completed form may then be passed to the appraiser's manager for their comments and signature if both agree this is required. Employees should be given every opportunity to give their opinion about their achievements and their performance at work and there should be joint discussion at the meeting. It is important that any performance concerns which become apparent during the process are dealt with quickly and effectively through the Council's Capability Procedure.

The appraiser and the appraisee should work through an agenda consisting of items that each want to discuss. These items should include:

A review of performance:

- Refining of any objectives which are no longer relevant or have been affected by circumstances outside of the appraisee's control. As circumstances can change this may mean that objectives will need to be amended or discarded/replaced if they become no longer relevant.
- A review of progress made against previously agreed objectives/targets.
- An assessment of the personal skills development that was identified and how this was achieved.
- Discussing progress for each objective/target based on current documented evidence. Has the objective been met or is it on track to be met? For more guidance on assessment of an objective please see the section below.
- If an objective/target which is still relevant has not been met, document the reasons why and consider whether additional support is necessary and, if it is, what kind of support.
- Discussing evidence and assessment of how they have approached their work against the Council's Core Values and Behaviours Framework.

Typical questions to ask during an appraisal meeting are:

- What has gone well?
- What has gone less well?
- What has the employee learned?
- What is helping?
- What is hindering?
- How can the appraiser further support the individual?
- What are the employee's career aspirations?
- Does the appraisee require any other support or equipment to enable them to perform their role effectively? (ICT, flexible working, reasonable adjustments to support a disability)
- Do any adaptations need to be made to the objectives which are not yet completed?

It is important to include discussion around career aspirations of the employee to identify where employees can be developed for future roles and the appraisal meeting can also be used to discuss retirement plans.

Setting new objectives, targets and personal development:

(This may not be necessary in the 6 month review meeting)

- Agree new objectives/targets to cover job role, work activity and development.
- Agree what will be achieved by meeting the objective/target
- Identify a completion date for objectives/targets and any important dates or additional deadlines which can be reviewed as part of the objective.
- Identify personal skills and knowledge development that will be required and how and when this will be achieved.

Feedback given should be clear, honest, helpful and constructive.

It should be based on:

- behaviour rather than personality

- observation rather than inferences
- description not judgement
- specifics rather than generalisations
- facts not unsupported opinions
- suggestions for improvement which can be achieved

Opinions expressed in the appraisal meeting and recorded on the form must be supported by evidence.

2.3 Objective Setting

It is primarily the appraiser's responsibility to clarify what the objectives are, however the appraisee may be asked to consider what their objectives could be prior to the meeting. A reasonable and achievable number of objectives should be set, e.g. 3-6. Objectives may differ in complexity and level of challenge and this should be acknowledged as part of the discussion and taken into consideration in the evidence gathering and appraisal rating. Objectives may be given a percentage weighting to reflect this. This is not necessary if each objective is of equal importance.

The appraiser and appraisee will jointly discuss new objectives/targets. These may be short or long term or both. Suitable milestones, review dates and a completion date should be recorded and agreed by both parties.

Objectives should:

- be written
- be agreed
- be reviewed regularly
- identify a support system. This will usually be the appraiser/manager but may be a mentor or a colleague with expertise in a particular area.
- be SMART (be Specific, include how it will be Measured, be Achievable, be Relevant, include Timescales)

Appraisers and appraisees must clearly understand what is to be achieved, how it is to be achieved and how it is to be measured.

Part of the discussion could be around what obstacles there may be to achieving the objective and what can be done to help reduce the impact or overcome the obstacles.

An objective may start off as quite general and non-specific but, through discussion, it will need to be tightened up so a clear plan can be made in respect of what evidence will be expected so that the outcomes can be easily measured. Once the wording of an objective is agreed, consideration should be given to how achievable it is in the timescales.

If, after an objective has been agreed, it comes to light that external factors beyond the control of the employee are going to affect the achievability or there are circumstances which cause it to be no longer relevant, then the objective including the timescale, measures or the support required can be adjusted accordingly. If necessary the objective can be removed and replaced and it may be disregarded when the rating is given at the end of the appraisal year.

Objectives should not be adjusted below the standard required of the level of the employee. If the individual continually requires more support than is judged to be reasonable and is not in a new role or undertaking new responsibilities and there are no mitigating circumstances, consideration should be given to application of the [Capability Policy](#).

As a guide, managers should aim for there to be at least 3 current objectives but ideally no more than 6 for each individual at any one time. Objectives can fall into the 3 types of objective as below:

1. An objective relating to their job description

This should help to ensure that individuals are performing to the requirements of their job which is outlined in their job description.

For an individual who manages staff this may relate to their responsibility to conduct and record quality appraisals.

2. An objective relating to their service strategy or team outcomes

This could be the same or similar for each member of a team carrying out the same work or working on the same project. The individual's specific contribution should be clear and measurable so it is important to consider how evidence can be gathered.

3. A personal development objective

This should be more than attending a training session or completing an online course. The objective should be about demonstrating a behaviour, gaining particular skills or knowledge (which may take place in either formal or informal development or training) and using them to achieve an outcome by a particular date.

2.4 Reviewing Objectives

When considering performance against an objective you need to consider whether the outcomes that were identified when setting the objective have been achieved, not achieved or if the outcome has exceeded expectations. This will need to be demonstrated in the most part by the appraisee through evidence. The type of evidence, e.g. positive feedback from service users will have been identified as part of the SMART objective.

2.5 Assessment Against The Council Core Values And Behaviours / Professional Competencies

The appraiser and appraisee should also reflect on, and provide evidence to support how the appraisee has demonstrated the behaviours described in the Core Values and Behaviours Framework document. They should discuss the appropriate rating level (Outstanding 5 – Low Performer 1) for each behaviour. As part of the discussion it may be helpful to interpret the behaviours in the context of the appraisee's role. Any areas for improvement can then be identified as a target for the coming year. Where a tailored procedure is in place, professional competencies will typically be assessed in addition to the core values and behaviours.

2.6 End of Year Review

A review meeting will be held ideally in January or February where the appraiser must discuss with the appraisee their overall performance for the previous year. The appraiser should also confirm to the individual their recommended overall performance rating for the previous 12 months (6 months where an individual is new to the organisation).

The employee must be given the opportunity to contribute to the assessment by giving their perspective on their performance over the year. The overall performance rating will be assigned by the appraiser. The rating recorded at the last appraisal before the end of March will be the one considering for awarding increments.

2.7 Successful Appraisal

In order to qualify for a pay progression increment, where applicable, employees must have had an overall appraisal rating of 'Successful' (i.e. 3 or above).

Where employees have been rated as 'Inconsistent performer' (2) or 'Low Performer' (1), this will result in no pay progression increment. The recommended outcome should be confirmed to employees at the time of the end of appraisal year review meeting verbally and followed up in writing (after the moderation process).

If the appraisal process has not been completed within the past twelve months (i.e. the manager has not undertaken the process) this cannot be used as grounds for withholding a pay progression increment. In this situation the employee will be awarded any increment due. Where the employee has attended work and the manager has not undertaken the process, this should be reflected in the performance appraisal of the manager concerned.

Where an employee does not qualify for a pay progression increment an overall performance rating should still be given. This may apply to employees who are at the top of their pay scale, are on a spot salary or are not on a GLPC grade.

3. PERFORMANCE CRITERIA

The minimum acceptable level of performance is defined as:

- A performance rating of successful taking into account behaviours and objectives set under the [Performance & Development Appraisal Policy](#) and procedure.
- Should not have received a disciplinary sanction of withholding an increment.
- Should not currently be subject to the [Capability Policy](#).

Where behaviours and objectives have not been met, consideration should be given to application of the [Capability Policy](#) where there are no mitigating circumstances.

4. RATINGS DEFINITIONS

Following the assessment of their performance against their objectives and the Council core values and behaviours, appraisees will be given an end of year performance appraisal rating.

As part of the appraisal discussion the appraiser and appraisee should discuss at what level the objectives and behaviours can be assessed or are likely to be assessed following the target completion date. The benefit of using a rating scale is that it

provides a standard measure by which to assess performance based on the evidence available.

4.1 The Rating Scale & Outcomes

- **Outstanding (5)**

Consistently delivers outstanding achievement against objectives, core values and behaviours and job accountabilities.

Outcome: Pay progression increment payable (for GLPC staff unless they are at the top scale point of their current grade).

This should be recognised by the appraiser and their manager as a significant achievement.

- **Highly Accomplished (4)**

Delivers high level of achievement against objectives, core values and behaviours and job accountabilities.

Outcome: Pay progression increment payable (for GLPC staff unless they are at the top scale point of their current grade).

This should be recognised by the appraiser and their manager as an achievement.

- **Successful (3)**

Demonstrates strong consistent performance against objectives, core values and behaviours and job accountabilities.

Outcome: Pay progression increment payable (for GLPC staff unless they are at the top scale point of their current grade).

- **Inconsistent Performer (2)**

Work performance that sometimes fails to meet the required standards for the role. Performance is below minimum job requirements, improvement is essential.

Outcome: No pay progression increment payable. A written Performance Development/Improvement Plan should be put in place as per the [Capability Policy and Procedure](#).

- **Low Performer (1)**

Work performance consistently fails to meet the standards for the role after additional support.

Outcome: No pay progression increment payable. Significant improvement is required within a specified time period through a written Performance Development/Improvement plan as per the [Capability Policy and Procedure](#).

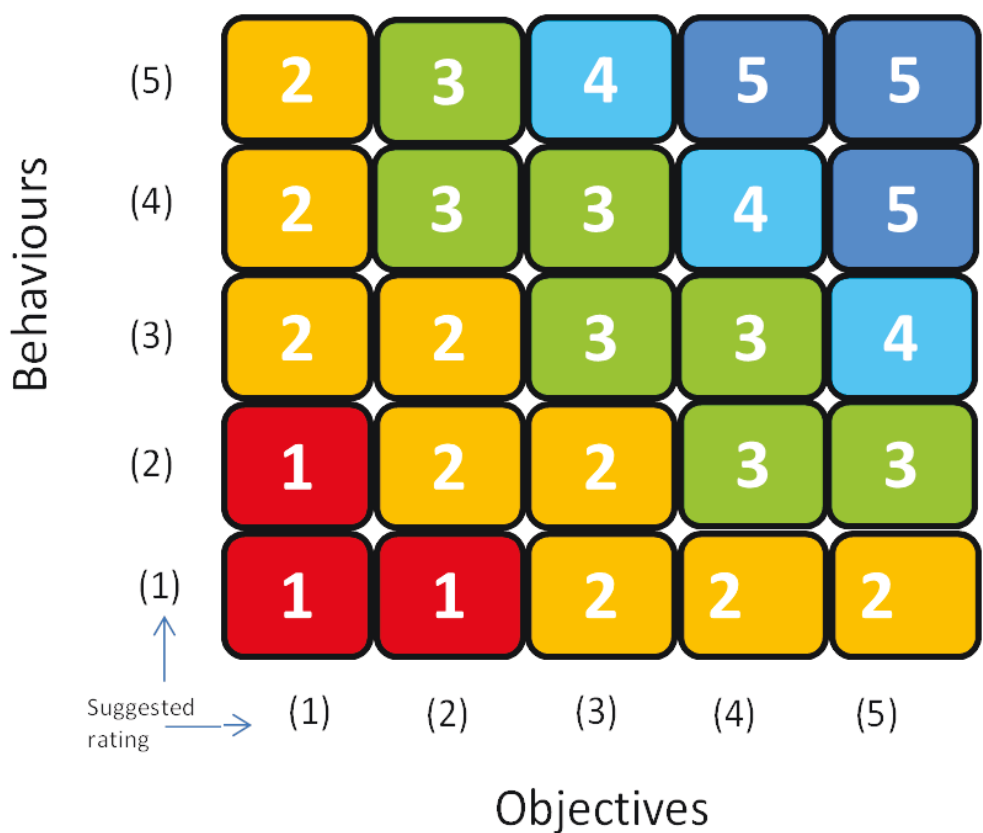
For further description of each rating definition, please refer to [Appendix 1](#).

If it appears during the appraisal year that an individual is heading for an overall rating of less than 'Successful', objectives should be agreed to help ensure that the

individual has the opportunity to improve their overall performance by the end of the year.

4.2 How to determine an overall rating

‘What’ we do (the delivery of our objectives) and ‘how’ we do it (the values and behaviours we demonstrate) are equally important, especially as the Council is a public body and open to scrutiny. Therefore, we need to determine a way to assess both of these elements in equal measure. The tool below can help appraising managers with this and show if there is an imbalance in one area that needs further development. We can all think of people who are superb at getting the job done (the ‘what’) but fail to engage others on that journey (the ‘how’ or behavioural part). This simple diagram is designed to help you look at both of these elements to determine an overall performance rating.



Using the grid, where someone was rated 4 for their objectives and 3 for their behaviours, the overall rating would be 'Successful (3)'.

For more information and a worked example, please refer to the Core Values and Behaviours Framework.

5. LEARNING AND DEVELOPMENT

In identifying and agreeing learning and development needs, the appraiser should:

- ensure that the necessary opportunities are made available to the employee to enable them to develop appropriate skills and knowledge to undertake their current role
- ensure that the employee has access to learning and development that develops their potential through planned experience and other opportunities so as to equip

them to undertake their role as an effective team member in a changing organisation and culture

- encourage all employees to contribute to the identification of their personal development and learning needs.

5.1 Individual Development

Targets and objectives for the coming year together with learning and development requirements will have been agreed at the appraisal meeting.

It is important that the areas for learning and development are monitored regularly as part of the normal supervisory and management arrangements.

Consideration should be given to a range of learning and development activities including:

- learning in the job
- work experience
- team work and group activity
- self-development
- group development

An individual may wish to identify learning opportunities for their own career development either within or outside of their current area of work for the Council. It may also be possible that an individual is performing well in their role and does not consider themselves to have any development needs or further career aspirations. This can be agreed with the appraisee where they can demonstrate that they are keeping up to date with any changes and new developments in relation to their work.

6. TYPICAL TIMETABLE OF ACTIONS

Appraisal meeting	1 Jan to end of February
6 month review meeting	1 June to 31 August
End of Year appraisal meeting	1 Jan to end of February
Appraisal outcome recorded	No later than 7 March
Moderation process completed	No later than 31 March
Employees informed of outcome	No later than 7 April
Any appeal received	No later than 17 April

Pay progression increment payments will be paid with April salary where applicable.

Pay progression increment payments agreed through successful appeal will be backdated to 1 April.

7. RECORDING THE APPRAISAL OUTCOMES

All objectives, assessment, evidence for objectives, behaviours and professional competencies where appropriate, need to be recorded either during or after the meeting by the appraisee and the appraiser. This should be done using the Performance and Development Appraisal form which can be completed electronically or handwritten. It should then be scanned and either uploaded to the employee record in Business World On! or to another secure electronic location.

The record should also include any relevant issues raised during the meeting which do not fit into the previous sections. This includes a record of whether the appraisee requires any additional support or equipment in order to perform their role effectively. This may be ICT equipment, flexible working arrangements or whether any reasonable adjustments made to support a disability are required or, if already in place, are still appropriate. Significant achievements and any factors affecting performance should also be entered e.g. staff absences in the team, changes in priorities or any relevant personal circumstances.

Sensitive information may be recorded separately if appropriate.

The completed form may then be passed to the appraiser's manager for their comments and signature if both agree this is required

This manager will be responsible for ensuring consistency of the appraisals and also has the opportunity to add any comments to the form.

8. APPRAISAL MONITORING

Due to the need to ensure that the quality of appraisals, objectives and approach to assessment is consistent, regular, random surveys will be undertaken by the People Management team, including post appraisal evaluation forms, to review the quality of appraisals completed across the organisation.

9. BUSINESS WORLD ON! RECORDING

Information relating to an appraisal including the date of all appraisal meetings and the overall performance rating should be recorded on an employee's Business World On! record by their manager no later than 1 month following the meeting date. This will enable reporting for both managers and corporately on the number of appraisals carried out. It will also assist the moderation process with reporting on the outcomes.

10. MODERATION PROCESS

Senior managers are responsible for checking the consistency of objectives across his/her team.

Responsibility for moderating ratings within Director areas will be with Tier 4 managers (Head of Service level) to ensure that local understanding of the service and individuals is taken into account. Moderation is a sense check across teams to identify any areas where the scores are out of line with normal trends or expectations. Where there are concerns that ratings have not been applied consistently or that the scores appear out of line with the norm, those moderating will need to look into the evidence that was used to arrive at the rating and ensure that there is appropriate evidence to back up the rating given. A senior manager who was not in the appraisal meeting will not be able to unilaterally change scores but, where there are concerns about application of the rating scale, they will discuss this with the manager who undertook the appraisal to ensure that appropriate objectives are set and that ratings are applied appropriately.

Where there is a case for a rating to be increased as a result of the moderation process, the line manager will discuss this with the relevant employee explaining the reason for the change. The manager will retain notes of this discussion which will be shared with the employee.

Where there are any areas that have a higher level of 1 and 2 ratings, checks will be made to see if there are any underlying issues in those areas.

Service area outcomes will be reported to Director area DMTs and Executive Directors will then report the ratings to Corporate Management Board.

During the 2018 appraisal year, there will be a pilot of the moderation process and, following this, further guidance will be provided on moderation before it is required for use in March 2019.

11. APPEALS PROCESS

Where an employee is not awarded an increment as a result of their Performance and Development appraisal rating they have the right of appeal. They should submit their appeal within 10 days of being notified that they will not be receiving an increment. They should submit their appeal to the relevant Tier 4 (Head of Service) manager. The appeal should outline where the employee believes the rating is not correct and should include appropriate evidence to demonstrate why the employee believes the rating given is not correct. The appeal will be heard by the Tier 4 manager (or higher level manager if the Tier 4 manager is either the appraiser or appraiser's manager). A written response will be provided to the employee. An employee submitting an appeal has the right to be represented at an appeal by his/her recognised trade union representative or recognised trade union officer or Council work colleague.

12. EVALUATION

An evaluation form can be found on the intranet which can be completed electronically or by hand and employees should be encouraged by their manager to complete this following their appraisal. This can be done anonymously. The information collected from the form will be used by the People Management team to report on the quality of appraisals, to highlight any appraisal training needs and to help with the ongoing review of the appraisal process.

13. FURTHER INFORMATION

[Performance & Development Appraisal Policy](#)

[Core Values and Behaviours Framework](#)

[Performance and Development Appraisal Form](#)

[Performance and Development Appraisal Guidance Notes](#)

14. ADVICE AND SUPPORT

Please contact your HR Adviser.

15. Appendix 1 Rating Scale

Rating Scale	Outstanding - Consistently delivers outstanding achievement against objectives, core behaviours and values and job accountabilities	Highly accomplished - Delivers high level of achievement against objectives, core behaviours and values and job accountabilities	Successful - Demonstrates strong consistent performance against objectives, core behaviours and values and job accountabilities
Descriptor	Consistently delivers superior performance by exceeding all objectives and expectations producing a high quality and quantity of work throughout the year that is above and beyond the requirements of the role.	Consistently achieves and frequently exceeds specific agreed objectives and demonstrates behaviours according to plan.	Meets objectives.
	Excels at all core behaviours and values and is seen as a role model of exceptional behaviour.	Demonstrates a high level of competence on all core behaviours and values and is seen as a role model for the council.	Consistently demonstrates the core behaviours and values of the Council
	Demonstrates exceptional in-depth knowledge of their job functions/duties and is highly recognised by others as an expert in their area of work.	Demonstrates in depth knowledge of their job function/duties and is recognised by peers as an expert in their areas of work	Possesses and applies knowledge, skills and behaviours to perform their duties successfully.
	Consistently exceeds all expectations and requirements of the role and produces an outstanding quality and /or volume of work.	Exceeds most expectations and requirements of the role and produces a high quality and/or volume of work.	Meets the expectations and requirements of the role.
	Results add value beyond the scope of the current role consistently benefiting the service/Director Area/Council.	Results add value beyond the scope of the current role or area, benefiting the service/Director Area/Council.	Results add value within the scope of the current role.
	Requires no supervision and delivers an outstanding level of performance/skill.	Requires little supervision and delivers a high level of performance/ skill	Requires some supervision in new and complex work and delivers an effective level of performance/skill
Managers only	Demonstrates a thorough understanding of the Council's vision and has fundamental impact on the alignment of the Director Area/Service objectives	Demonstrates a high level of understanding of the Council's vision and has a large impact on the alignment of the Director Area/Service objectives	Demonstrates a strong understanding of the Council's vision.
	Consistently exerts a major positive influence on team and/or management practices and operating procedures contributing to the Council's overall performance and objectives.	Exerts a large positive influence on team and/or management practices and operating procedures contributing to the Council's overall performance and objectives.	Exerts a positive influence on team and/or management practices and operating procedures contributing to the Council's overall performance and objectives.

Rating Scale	Inconsistent performer - Work performance that sometimes fails to meet the standards for the tasks. Performance is below minimum job requirements, improvement is essential.	Low Performer - Work performance consistently fails to meet the standards for the tasks after additional support. Significant improvement is required within a specified period to maintain employment	
Descriptor	Some objectives are met; may require some close supervision to achieve all objectives. May be new to job requiring additional time to become a strong performer.	Most objectives are not met.	
	Some but not all of the core behaviours and values are demonstrated. Some competencies require improvement or more time on the job.	Most core behaviours and values are not demonstrated or require significant improvement.	
	Possesses competence and knowledge for some but not all job functions.	Does not demonstrate the competence and knowledge required to perform their job functions/duties	
	Meets some but not all expectations and requirements of the role. Improvement is necessary in some parts of the job.	Does not meet the expectations and requirements of the role. Improvement is needed in most aspects of the job.	
	Some results add value within the scope of the current role	Does not achieve results required of the current role	
	Requires regular supervision and direction due to developing performance or skill level.	Requires close supervision due to low performance or skill level.	
Managers only	Demonstrates a minor understanding of the Council's vision. Requires some support to increase understanding.	Demonstrates a poor understanding of the Council's vision. Knowledge requires improvement.	
	Occasionally exerts a positive influence on team and/or management practices operating procedures contributing to the Council's overall performance and objectives.	Does not exert a positive influence on team and/or management practices operating procedures contributing to the Council's overall performance and objectives.	