

APPRAISALS – YOUR UNION GUIDE TO GETTING THE BEST FROM PERFORMANCE MANAGEMENT

It's that time of year again when all staff in NAG are given their final appraisal rating on the basis of how well they have done against the objectives set at the beginning of the year. UNITE has many reservations regarding the PMF process but acknowledge the Company's efforts to push the system towards being as transparent and robust as possible in line with the Company's focus on behaviours and setting clear corporate standards.

We want to make sure our members get the best from the appraisal system and your rating accurately reflects what you have achieved under the circumstances you have worked. It is vitally important because your appraisal has a clear and defined link to annual pay increases. It is particularly important for colleagues who will be subject to discretionary pay increases for the first time.

UNITE members are reminded that your interim annual appraisal and PMF rating determines your annual pay award for matrix-driven pay awards and is an important factor in discretionary pay awards. It is vital therefore that you are satisfied that your rating reflects your performance over the past year.

This guide takes you through the agreed process for the end of year appraisal which should be adhered to by all appraisers and appraisees. If your scorecard objectives have changed or you have been given an amber or red gateway for behaviours and/or compliance which you do not feel is justified, then you must discuss this with your manager immediately and refer to the Union for further advice.

UNITE will support members in challenging unacceptable behaviours and ratings. All calls and communications received by UNITE will be kept confidential between you and the Union Seconded Representative or Workplace Representative.

As part of our 2007 pay campaign, UNITE is determined to ensure that all members are happy that their PMF rating accurately reflects their performance under the circumstances they have worked and that they receive a pay reward commensurate with the hard work and effort put in over the last year.

YOUR PAY DEPENDS ON YOUR PMF RATING

How the Appraisal Process Works

- **1:2:1 with line manager**

All staff members must have a 1:2:1 with their line manager. This should be face to face with no distractions so the staff member and manager can fully focus on objectives set at the beginning of the year and how much has been achieved. Members should also highlight any challenges facing them in achieving their objectives such as staff shortages, time spent training new staff, deputising, Company/Union facility time etc. The staff member's value in all aspects of their role should be considered.

- **PMF Rating and 2008 Objectives agreed and process concluded**

At the end of the discussion, your manager should tell you your rating and set your objectives for the coming year so you are clear about what is expected from you. There should be no surprises as your interim appraisal should have put you in the picture. If you are in agreement with the rating, then the process is concluded. If you disagree with the PMF rating, you should ask your manager to note this and follow the issue resolution process set out in this document. You can also contact the Union for advice.

- **Throughout the year**

Ongoing coaching and support should be provided by your manager and an interim appraisal should take place half way through the year.

IT'S UP TO YOU TOO – A JOINT PROCESS

Managers receive training in conducting PMF and it is up to you to ensure the agreed process is followed. UNITE members need to ensure they have had interim reviews and an end of year assessment. The forms must be completed at the interview stage and include the PMF rating.

Members should ensure that account is taken of other factors influencing scorecard outcomes. Keep a performance diary detailing any responsibilities you have had to take on and track obstacles to achieving objectives such as unrealistic targets, staff shortages, workload, additional responsibilities' periods, deputising and any other relevant factors.

Ask for a note to be made of these factors on your assessment form.

The PMF rating given should be agreed and understood prior to the conclusion of the meeting so there is no doubt about your rating.

IT IS NOT ACCEPTABLE THAT YOU ARE GIVEN A RATING WITHOUT HAVING A 1:2:1 WITH YOUR MANAGER FIRST.

Unhappy With Your Rating? – Next Steps

If you are unhappy with the rating and it is subsequently imposed, then you should take the following steps:

1. Review scorecard expectations and supporting documentation which clearly defines evaluation rating expectations for your role.
2. Reflect on the quarterly review conversation, documentation and other KRA evidence to ensure your progress and achievements against KRAs have been recognised.
3. Talk to your line manager and explain how your performance evidence supports your performance evaluation. Ask your line manager to explain their evaluation of your performance, the evidence behind it and what account they have taken of any circumstances which got in the way of you achieving your objectives.
4. If your concerns are still not resolved, then you should submit a letter in writing to the review manager and request a meeting. Your manager will be able to tell you who this is.
5. If the matter is still not resolved, then contact your Union representative for support and further advice.

PERFORMANCE RATINGS AND WHAT THEY MEAN

Rating Label	Rating Description
1	Outstanding – Performance is of an exceptional level, exceeding objectives and adding significant, measurable value, above expectations, to the business. Can also be described as an Exemplary Contributor.
2	Commendable – Performance clearly exceeds objectives, resulting in additional, measurable value, above expectations, to the business. Can also be described as a Significant Contributor.
3	Fully Competent – Performance consistently meets the objectives and expectations for the position and achieves planned outcomes. Can also be described as a Valued Contributor.
4	Needs Improvement – Currently not meeting all objectives and planned outcomes although may have met some objectives and planned outcomes and is progressing towards achieving all objectives and planned outcomes. Performance is not at the required level.
5	Unsatisfactory – Did not meet expectations: job performance and contributions to the organisation's goals and results fell short of expectations.
Developing	Employee is new to role and is progressing satisfactorily toward a fully competent performance.
Not evaluated	All new employees to the organisation who have been in a role for less than 3 months will not receive a performance review. The employee has had insufficient time in the role to be objectively assessed on their performance.

CORPORATE PRINCIPLES

The Company's corporate principles state NAG treats everyone with fairness and respect and that decisions are made in a reasonable and consistent manner. This includes your interim and annual appraisal. If you are uncomfortable with any aspects of the appraisal process, then call your UNITE Seconded Representatives for support and advice or e-mail the NAG helpline on NAG@unitetheunion.com.

EQUAL TREATMENT

It is important that the Company treats all employees equally in assessing their PMF rating and that line managers fulfil Company expectations in exercising objectivity when assessing individuals. If you feel you have been unfairly treated or that the manager has not followed due process, then contact the Union's Seconded Representatives for advice and support.

FREQUENTLY ASKED QUESTIONS

- Q.** My manager has e-mailed my appraisal and rating and has not included my comments which I feel make a big difference to the rating.
- A.** Your comments should always be reflected on your appraisal form which should be an accurate record of a two-way conversation. Ask your manager to include them. If you feel your appraisal rating does not adequately reflect the circumstances you have outlined and this affects your rating, then you should talk it over again with your manager and submit your concerns to the review manager. If you are still not satisfied, then you should contact the Union Seconded Rep.
- Q.** My manager has appraised me on scorecard objectives which have changed during the year which I was not fully aware of.
- A.** The goal posts should not be changed without staff being fully informed. Managers cannot make up the rules of the game. You should contact your Union Rep for further advice.
- Q.** I work reduced hours and don't feel that my manager values my contribution in the same way as my full-time colleagues.
- A.** You should be treated in the same way as everyone else in the appraisal process. Your objectives should be prorated to take account of your hours and your rating should take account of your contribution. If you feel that you are being treated less favourably because of your reduced hour status, then you should contact your Union Rep for further advice.
- Q.** My manager has rated me red in my gateway assessment which means I won't be rewarded with a bonus for all my hard work this year.
- A.** Everyone starts the year with a green gateway for both behaviours and compliance. It will only be changed if you do something that warrants a gateway change as per the gateway guidelines. There are very clear examples of when a gateway change will apply. If you do not feel the amber or red gateway is fair then you should tell your manager about your concerns and contact the Union if you are still not satisfied.

WHAT IS THE POINT OF CHALLENGING THIS, IT WON'T MAKE ANY DIFFERENCE?

Lastly many people we speak to breathe a sorry sigh and say it's not worth it because it won't change anything. UNITE's support made all the difference for Ms C and Mr A, both of whom were successful in challenging unfair appraisal ratings with UNITE backing them.

Ms C was given an unfair appraisal rating and much reduced bonus as a consequence. She challenged this and the Company acknowledged she was treated differently to colleagues with a similar performance and her appraisal was amended, pay increased and backdated and rightful bonus paid.

Mr A was not treated equally with colleagues with the same or less performance than his and given a much lower bonus. He challenged this with Union support and was given a significant bonus increase as a consequence.

You can contact the Seconded Reps on the following numbers if you have any immediate questions:

Martin McKenzie-Smith
Unite (Amicus Section)
Seconded Rep North:
T: 0141 223 3742
M: 07712 790554

Sally Hill
Unite (Amicus Section)
Seconded Rep South:
T: 0113 231 5552
M: 07712 790548

Join online at www.amicustheunion.org or call the recruitment hotline free 0800 587 1222