

Forced Distribution Of Ratings In Group IT

Members from Group IT have been contacting the Union's Bedford Office over the last few days to protest at the adoption of a forced distribution of appraisal ratings. We are aware that in Project Delivery (PD) line managers are being required to rate predetermined numbers of their staff as falling into individual performance categories irrespective of their actual performance.

This policy of forced distribution of ratings should come as no surprise since Group IT has previously said that it would expect to see at least 10% of staff to be rated as being 'Partially Met Expectations'. This sort of statement is an obvious lead and has been widely interpreted as being the outcome that managers must achieve at a local level irrespective of actual performance. In PD staff have been given the impression by Senior Management that overall performance for the Division was generally good, but all of a sudden staff who were previously told at their mid-year review and later in the year that they had 'Met Expectations'

have now been told that they are 'Partially Met Expectations', despite the fact that their levels of performance have never been questioned. It would appear that Senior Management in Group IT have decided that staff in PD, and in other areas of the Division, have been over rated and have told line management to increase the number of staff who have been rated as 'Partially Met Expectations'. That is totally unacceptable and makes a mockery of the Balanced Scorecard review process. More importantly, those staff who are rated as 'Partially Met Expectations' can expect to receive no salary increase in April.

All members are entitled to have their year's contributions assessed individually against the objectives set out in their individual Balanced Scorecards. This should look at whole job performance and not just outputs. Ratings should then be applied in relation to that assessment and not against any predetermined distribution.

Any members who feel that they have been rated unfairly should first ask their managers for a full explanation of the reasoning behind their ratings and question any reductions in ratings that were not discussed fully in the period between the interim review and the final appraisal.

Members should contact LTU if they believe that the appraisal process has not been followed correctly and especially if:

- **their ratings are lower than they expected as a result of their interim reviews or if insufficient or incorrect justification for a rating has been provided**
- **they are being marked down due to just one aspect of their Scorecards – especially if they have exceeded expectations in other areas**
- **they feel that their ratings have been reduced to enable their managers to meet any suggested ratings distribution.**

Members can contact one of LTU's independent professional full time officials either by calling our 24 Hour Advice Line on 01234 262868 or by email at 24hours@ltu.co.uk

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