



# Membership Application

LTU, St John's Terrace, 3-7 Amphil Street, Bedford MK42 9EY Tel 01234 262868 Fax 01234 262821 www.ltu.co.uk 24hours@ltu.co.uk

Title

Surname

Forename(s)

Home address

Postcode

Date of birth

Payroll number

Branch/Office/Dept

Location code

Home telephone

Work telephone

Personal Email address

Work Email address

Job title

Pay band

Date of joining group

Vassar Smith Fund

The Vassar Smith Fund is a registered charity which provides support and financial assistance to current, retired and former members of staff and their dependants.

If you would like to contribute to the Fund tick this box to make a monthly contribution of 10p or, if you would like to donate more simply write the amount you would like us to add to your subscription in the same box.

Subscription Category... 2008

Bands 1, 2, 3 & 4	£11.05 p.m.	<input type="radio"/>
Band 5	£10.50 p.m.	<input type="radio"/>
Bands 6, 7 & 8 over 25	£9.75 p.m.	<input type="radio"/>
Bands 6, 7 & 8 under 25	£8.80 p.m.	<input type="radio"/>
Part time over 15 hrs	£5.35 p.m.	<input type="radio"/>
Part time under 15 hrs	£4.10 p.m.	<input type="radio"/>

"For the purposes of the Trade Union Act 1984 and other statutory requirements I authorise the Union to use my work address as my "proper address" to which any communications may be sent."

Signature  Date

To receive LTU newsletters by email ... tick here

Email address preference (please tick) Personal  Work

25th June 2008

All Members Newsletter

# Balanced Scorecard Reviews- LTU Advice

Each year at this time the Union receives a large number of requests from members for advice and guidance on mid - year Balanced Scorecard reviews. This year's reviews should be carried out now and the key issues to remember are

- **The link between your pay increase at the end of the year and performance is important so be sure to make your views absolutely clear.**
- **If you disagree with your mid year rating then you must challenge it at the earliest possible stage because otherwise it may be too late to contest the assessment at the end of the year.**

Although there will always be cases where a higher mid year rating was hoped for, which is only natural, provided the Balanced Scorecard system is followed correctly no one should receive a mid year year rating which surprises them.

Staff who are rated as 'Exceeded' or 'Outstanding' at the mid-year review should be made aware what is required of them to at least maintain that standard for the rest of the year. It is unacceptable for them to be suddenly told that their performance had deteriorated to a lower rating.

## Preparing For The Review The Interview Itself Forced Distribution? Rating Definitions

More importantly, given the impact it can have on pay awards, staff who were rated as 'Partially Met Expectations' at the end of last year should have been aware of what was required to bring their performance up to the required standard in order to get a 'Met Expectations' rating at the mid-year review

With the likely impact on pay awards to come in 2008, any members who received lower ratings than they expected should contact LTU's 24 Hour Advice line for independent, professional help and guidance.

Mark V Brown  
Assistant General Secretary



### Instructions to your Bank or Building Society to pay by Direct Debit

Please fill in the whole form and send it to:  
Lloyds TSB Group Union, St John's Terrace, 3-7 Amphil Street, Bedford MK42 9EY

Originator's Identification Number

8 3 0 2 7 1



1. Name and full postal address of your Bank or Building Society

To: The Manager

Address  Bank or Building Society

Postcode

2. Name(s) of account holder(s)

3. Branch sort code

4. Bank or Building Society Account Number

5. Lloyds TSB Group Union reference no.

6. Instructions to your Bank or Building Society. Please pay Lloyds TSB Group Union Direct Debits from the account detailed on this instruction subject to the safeguards assured by The Direct Debit Guarantee. I understand that this instruction may remain with Lloyds TSB Group Union and, if so, details will be passed electronically to my Bank/Building Society.

Signature(s)

Date

### The Direct Debit Guarantee This Guarantee should be detached and retained by the Payer.

- This Guarantee is offered by all Banks and Building Societies that take part in the Direct Debit Scheme. The efficiency and security of the Scheme is monitored and protected by your own Bank or Building Society.
- If an error is made by Lloyds TSB Group Union or your Bank or Building Society you are guaranteed a full and immediate refund from your branch of the amount paid.
- If the amounts to be paid or the payment dates change Lloyds TSB Group Union will notify you 10 working days in advance of your account being debited or as otherwise agreed.
- You can cancel a Direct Debit at any time by writing to your Bank or Building Society. Please send a copy of your letter to us.

# Preparing For Your Review...

It is important that members prepare fully for their mid-year review. In preparation for your review you should:

**1**

Think through carefully your performance during the period, assessing your strengths and identifying any weaknesses.

**2**

Give very careful consideration to any problems you have faced over the last 6 months in carrying out your job, for example, too heavy a workload, lack of training, frequent changes of job, lack of managerial guidance etc. Make notes of these factors.

**3**

Ensure that you review your Balanced Scorecard before the meeting. If your Line Manager has completed any of the forms before the meeting make sure that you have read any points on your performance carefully. If there are any adverse comments check that examples have been given to substantiate those comments.

**4**

Remember the period for which you are being appraised is the previous 6 months. All too often recent events tend to cloud the judgement of Line Managers and they get current problems out of perspective or overlook previous good performance. Performance in previous periods should not be taken into account.

**5**

Bear in mind that in forming a view of your performance over the last 6 months your Line Manager may have consulted other staff. You have a right to know what information your Line Manager has taken into account and from whom that information was received.

**6**

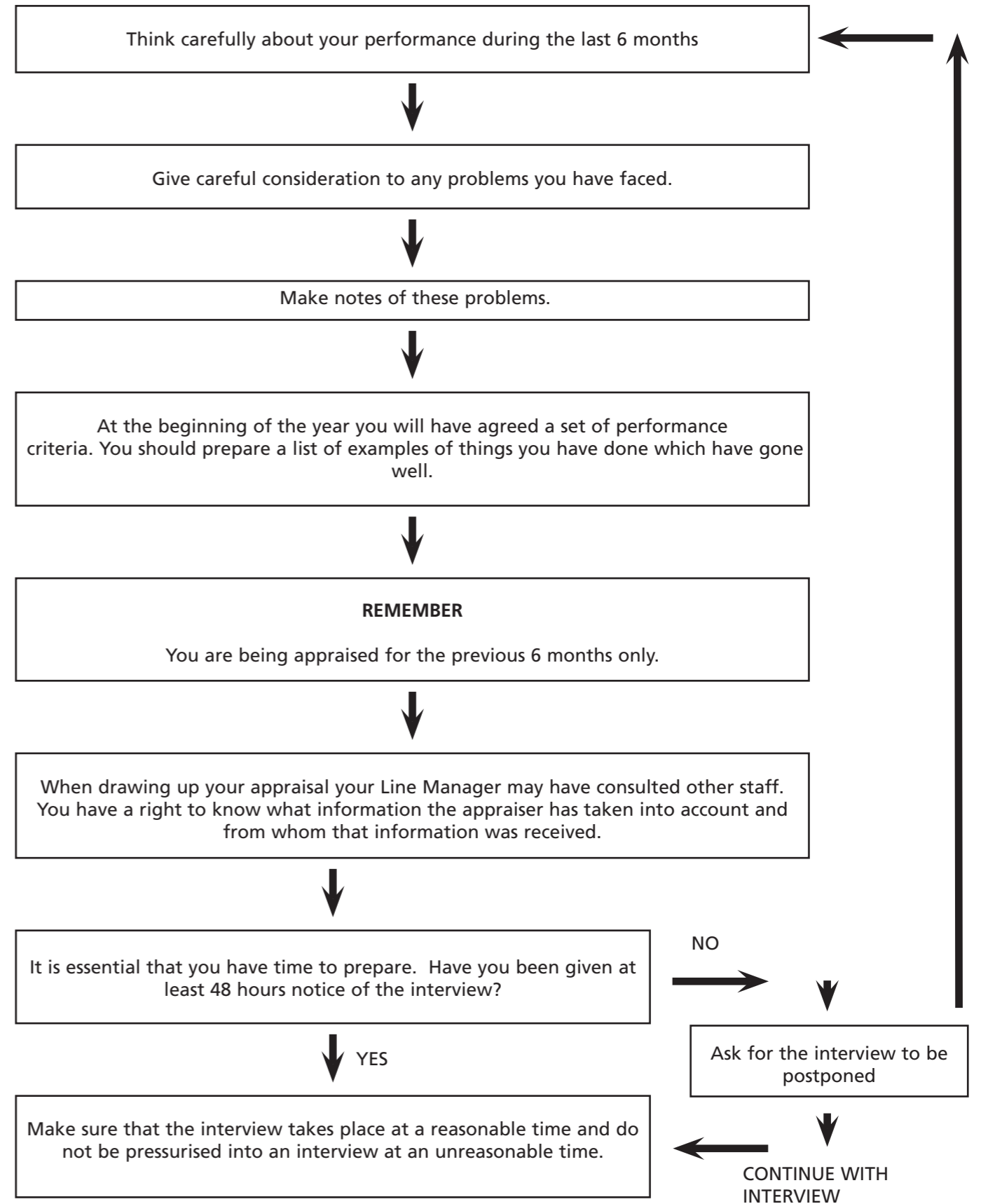
Ensure that you get at least 48 hours notice of the interview. If this is not given consider asking for the interview to be postponed to a more suitable time. It is important that you have enough time to prepare for the review meeting.

**7**

Make sure that the interview takes place at a reasonable time and do not be pressurised into an interview at an unreasonable time, for example, at 4.30pm on a Friday evening.

- Present yourself effectively
- Check your Balanced Scorecard
- Communicate Clearly at the Review Meeting
- Learn the lessons of past appraisals
- Have any relevant papers or documents to hand

# Preparing For Your Review...



# The Interview Itself...

1

The interview will have important implications for your pay and career prospects. It is essential, therefore, that you are prepared to deal with any points with which you disagree.

2

If you have prepared any preparation notes we recommend that you do not hand them over to your Line Manager. Appraisers have been known to use some of the comments out of context as 'evidence' to substantiate their own critical comments.

3

Remember the Bank say that appraisal should be a process of two-way communication. Ensure that you participate in a discussion: put forward your views and ensure that the review meeting is not used as a lecture session.

4

Ensure that you understand what is being said to you and if you are in any doubt as to comments being made or advice being given then seek clarification. If you disagree with anything that has been said about your performance make your views absolutely clear.

5

If you are told that certain aspects of your work have proved unsatisfactory ask for evidence and be prepared to put counter arguments and explain problems you faced in doing your job during the previous 12 months. Insist that these are taken into account. If necessary ask to take away and consider the points put to you before resuming the interview.

Finally, make sure that...

- you come out of the interview with a plan of action
- give management some time to live up to their promises. If no action is forthcoming speak to your line manager pointing out what was agreed. Always honour your commitments

In general...

- focus the interview towards the future action and not past mistakes
- be honest but do not criticise yourself
- agree a practical plan of action at the end

6

If you are told that aspects of your work need improvements ask what improvements are required, over what period and what training or support will be given to help you.

7

It may be useful to keep a note of what you say at the review meeting and what is said by your Line Manager. This could be important if you decide to appeal against your appraisal.

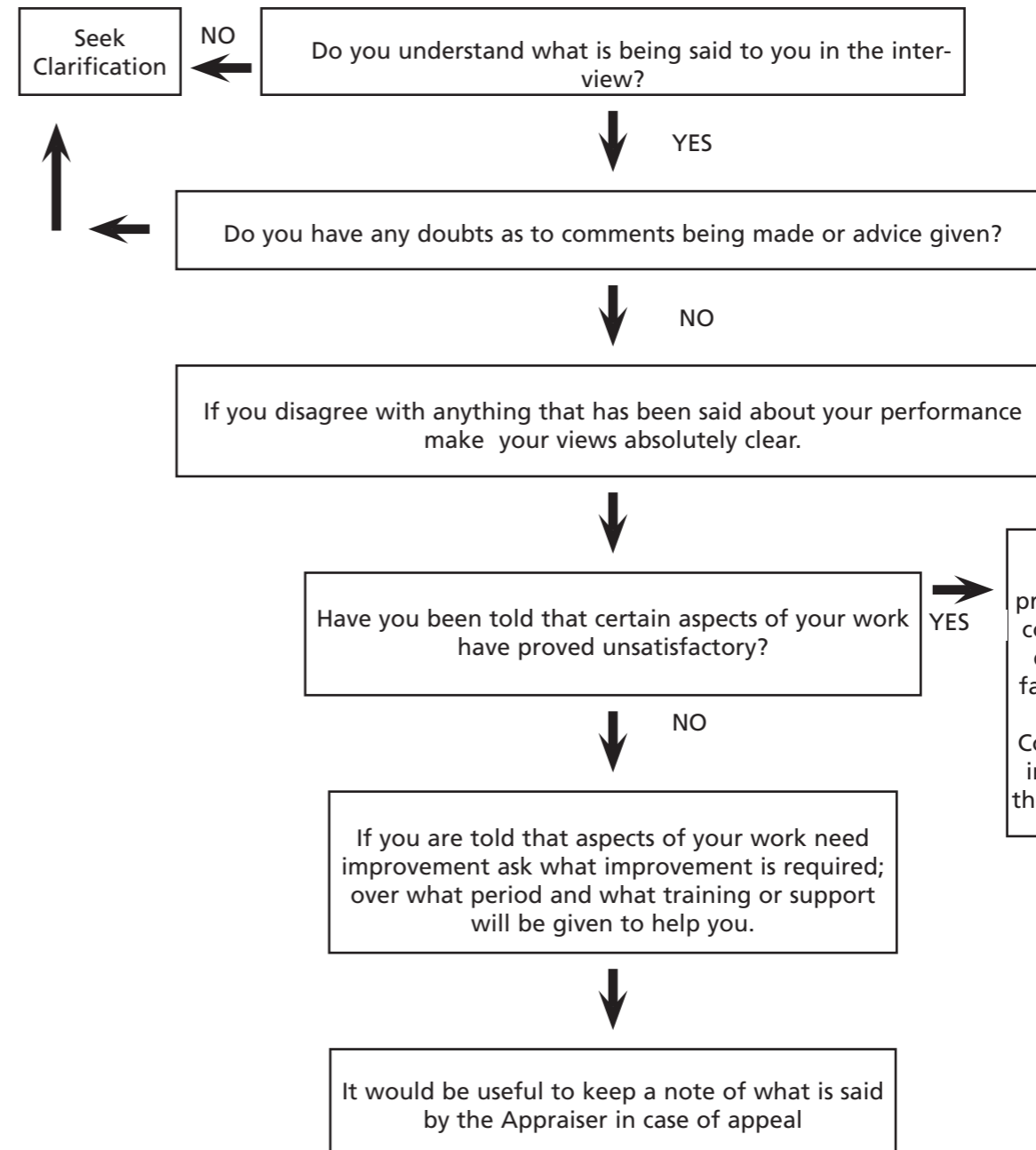
8

If any of your Line Manager's comments during the course of the review meeting come as a surprise to you be prepared to ask why these were not raised in earlier meetings.

# The Interview Itself...

The interview will have important implications for your pay and career so be sure that you are prepared to deal with any points with which you disagree.

The interview should be a two-way communication process. Put forward your views and ensure that it is not used as a lecture session.



# Forced Distribution?

There have been suggestions that at least in some parts of the Bank Managers are adopting a forced distribution of appraisal ratings whereby they are required to rate predetermined proportions of their staff as falling into the individual performance categories irrespective of their actual performance.

While the Bank has denied that there is any policy to force ratings to fit a particular model, that message does not seem to have got through further down the line. All members are entitled to have their contributions assessed individually against the objectives set out in their individual Balanced Scorecards. This should look at whole job performance and not just sales results or other outputs. Mid-year 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 at the mid-year 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.

# Rating / Definition...

Rating	Definition
<b>Outstanding</b>	<p>Evidence of outstanding performance against key balanced scorecard objectives and exceeds expectation in others.</p> <p>Has delivered outstanding contribution in areas beyond objectives identified in scorecard.</p> <p>Performance clearly stands out amongst peer group across the business unit, not just within their local team.</p> <p>People in this category achieve outstanding results by consistently demonstrating key competencies, capabilities and behaviours required for the role, and are viewed as role models by their peers.</p>
<b>Exceeded Expectations</b>	<p>Evidence of performance that clearly exceeds expectations in key aspects of balanced scorecard and meets expectations in others.</p> <p>Consistently delivers beyond the overall requirement of the BSC objectives.</p> <p>People in this category exceed overall expectations by consistently demonstrating significant skill in key competencies, capabilities and behaviours required for their role.</p>
<b>Met Expectations</b>	<p>Evidence of performance that meets objectives in key aspects of their balanced scorecard. Performance is relative to peers.</p> <p>People in this category have not only delivered expected results but have also achieved them by demonstrating appropriate competencies, capabilities and behaviours.</p>
<b>Partially Met Expectations</b>	<p>Overall performance has partially met expectations in key aspects of the balanced scorecard, whilst meeting expectations in other areas.</p> <p>People in this category seek to achieve results demonstrating the right competencies, capabilities and behaviours but may have development needs in this area.</p> <p>Individuals in this category would in most cases have a coaching plan in place to support performance recovery to expected standards.</p>
<b>Not Met Expectations</b>	<p>Evidence of performance considerably below expectations, key aspects of the balanced scorecard not achieved.</p> <p>Performance is not in line with that of their peers.</p> <p>People in this category do not meet standards expected in relation to competencies, capabilities and behaviours. Line managers will generally have concerns about an individuals commitment and approach to their work.</p> <p>Individuals in this category would in most cases be managed within the Performance Improvement policy.</p>