

**Performance Appraisal and Development
Frequently Asked Questions**

1. What are the benefits of Performance Appraisal and Development?

- Learn what is expected from you in specific terms.
- Learn how your specific job tasks and performance fit into the overall function and performance of the department and the organisation, and how you contribute to it.
- Receive help and support from your manager in terms of improving performance.
- Have your questions answered about your job and your performance.
- Receive recognition for what you have achieved and done well.

2. How can I best prepare for my Performance Appraisal and Development meeting?

- Go through each of your objectives for last year and write down evidence of how you have met them.
- In situations where you have fallen short of your goals, try to identify why this occurred, and what could be done to remove these barriers to performance in the future.
- Study a copy of the appraisal and development form that will be used to document the performance appraisal and development meeting.
- Prepare any questions you want to ask your manager at the meeting.

3. What is a 6 month Review Meeting?

A review meeting is a formal review of your performance against agreed objectives. This should take place six months after the performance appraisal and development meeting, and is a formally documented review meeting.

4. What is a one to one Meeting?

A one to one meeting is an informal meeting with your manager to discuss your work and progress against objectives, and are usually held once a month. One to one meetings ensure there is effective, two-way communication. One to one meetings can include discussion on:

- What is working well
- Barriers to performance and how these can be removed
- Progress against objectives
- Learning and development opportunities
- Your potential and career development

5. What are some examples of evidence I can use to show my performance against my objectives?

- Feedback (written or verbal) from internal or external customers
- Minutes of meetings attended (showing not just attendance, but a real input)
- Reports produced
- Certificates for learning and development
- Observations by manager

6. What will the scoring be used for?

The scoring criteria will be used to assess your performance against your agreed objectives. Your manager will make it clear to you what outputs and outcomes are expected from you in order to achieve a score of 3 or 4. You and your manager will discuss evidence of your performance at the performance appraisal and development meeting.

Managers will support employees who fail to meet their objectives to the required standards to improve. This will include the identification of appropriate learning and development. However, employees who perform consistently below the required expectations may be taken through the formal capability process.

7. Will the scoring be used in a redundancy situation?

Should the Council ever need to consider compulsory redundancy, performance will be taken into account. However, there are no plans to link the performance appraisal and development score and the redundancy process.

8. What is 360 degree feedback?

360 degree feedback is an appraisal tool for managers only. It provides the manager being appraised with the opportunity to receive feedback from a range of sources on performance against Wirral's Values and Behaviours. 360 degree feedback comes from the people all around the manager, including subordinates, peers and senior managers, and, in some cases, external sources such as customers or external partners.

9. How does 360 degree feedback fit in?

The results of the 360 degree feedback will be made available to the manager being appraised, to assist with their personal development plan, which will form part of the performance appraisal and development meeting.

10. Will my Performance Appraisal and Development score be used in the future for Performance Related Pay?

There are no plans to introduce Performance Related Pay to the Council. Therefore scores will not be used in this way.

11. Who will see my Performance Appraisal and Development document and scores?

The performance appraisal and development documentation will be kept your personal file and will be kept confidential in line with normal line management arrangements.

Normally the only people to see your paperwork and scores will be you, your Line Manager and their Line Manager (The Senior Manager). This is to allow the Senior Manager to check that your line manager is scoring in a fair and consistent way and also to monitor that Performance Appraisals are taking place.

12. What if my Manager and I disagree on my scores?

The performance appraisal and development meeting should be based on an honest discussion between you and your manager throughout the year. You can put forward evidence to discuss with your manager.

If there are areas of genuine disagreement these should be discussed with the senior manager as with other employment practices.

13. What is the role of The Senior Manager?

The performance appraisal and development form includes a requirement for the performance appraisal and development process to be signed off by the manager's manager (The Senior Manager). This approach will provide quality assurance for the process and will in turn form part of the performance appraisal and development process for all managers, so that every manager is accountable for the performance appraisal and development of their team

The Senior Manager will-:

- 1) Monitor the performance appraisal and development process for their team and report to Directors.
- 2) Standardisation checks of scoring across their management team.
- 3) Support Managers / employees in the event of a disagreement on an allocated score.

14. What if my Performance Appraisal and Development meetings, and one to one meetings do not take place?

You should speak to your manager to ask for a meeting. The performance appraisal and development process involves a monitoring and quality assurance element: regular reports will be produced and analysed by The Executive Team. The Senior Manager is responsible and accountable for ensuring that all performance appraisal and development meetings are completed within their departments.

15. What if this is my first Performance Appraisal and Development meeting?

If this is your first performance appraisal and development meeting, you will not have any objectives and will therefore not be scored. The focus of the performance appraisal and development meeting will therefore be on setting your objectives with your manager for the year. These will then be reviewed with your

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manager through the one to one meetings and the six month performance appraisal and development review meeting.

16. How much detail needs to be included for each objective?

The level of detail to be included in writing your objectives is for discussion between you and your manager. The level of detail should be such that both you and your manager are clear about what is expected. All objectives should be written using the SMART model, this will ensure that the correct level of detail and clarity of expectation is achieved.

17. Where is the information recorded?

The performance appraisal form is a living document which is to be kept by you, and a copy taken by your manager. The Human Resources section does not need a copy of the form. However, you should notify the Human Resources team that you have had your performance appraisal and development meeting by sending an email to trainingapplications@wirral.gov.uk. Your email should include your name, employee number and the date of your appraisal.

18. Do I have to attend?

As an employee of the Council there is an expectation that you will actively take part in the performance appraisal and development process. It is an opportunity for you to discuss your work objectives, progress and learning and development with your manager.

19. What happens to the current KIE on-line process?

The performance appraisal and development process is being rolled out in stages, beginning with The Chief Executive and then being cascaded down throughout the organisation to Chief Officers, Heads of Service and Senior Managers in 2011, and Managers, Team Leaders and all employees in 2012. You should continue with the current KIE on-line process until the performance appraisal and development process is rolled out to you.