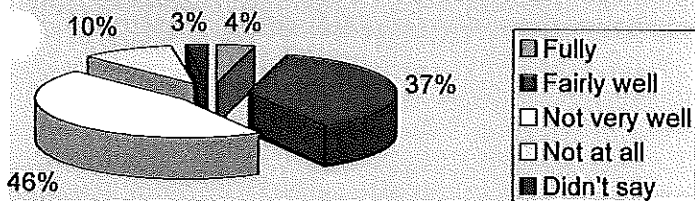


## ► appraisal scheme - survey results

Many thanks to all those who participated in Unison's recent staff survey into the new Appraisal scheme. All told we had 118 responses across the Council which is a fantastic response as it represents around 40% of Breckland staff.

So to the results.....

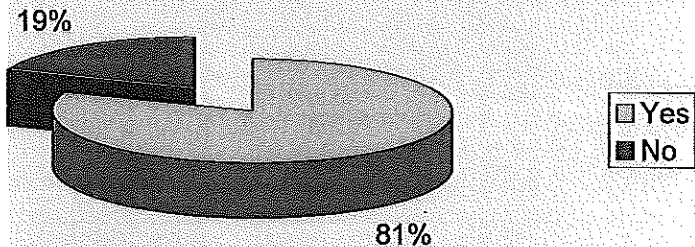
Q1. How well do you understand the new appraisal



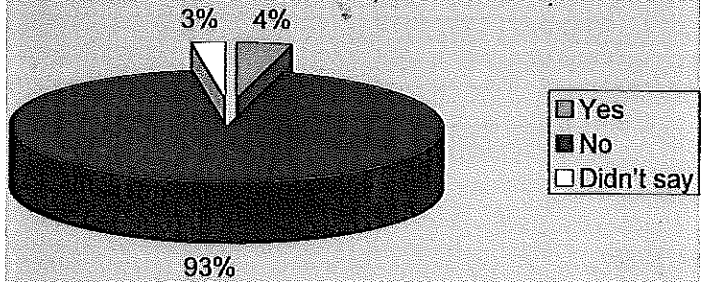
scheme?

Q2. Did you mutually agree your competencies with your manager?

By a ratio of 4:1, most respondents mutually agreed their competencies with their manager (Q2). However (Q3) only 5% stated that they had to resort to arbitration to agree competencies

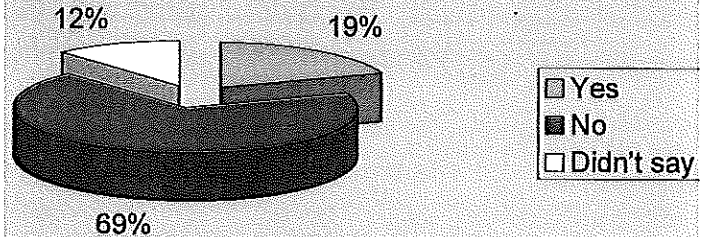


Q3. Did you need to seek arbitration to agree competencies?



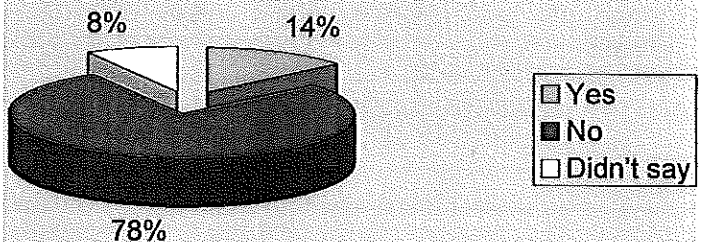
Q4. Do you believe that the appraisal scheme has been applied fairly and equitably?

Responses to Q4 clearly demonstrates that there is a significant credibility gap in terms of how the scheme is perceived to have been applied with nearly 70% of respondents indicating they don't feel that the scheme has been applied free of bias or subjectivity



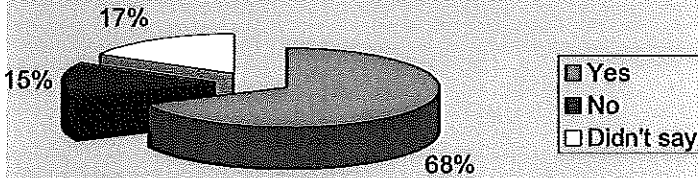
Q5. Do you feel that the bonuses on offer will motivate you to increase performance?

Almost 4 out of 5 (Q5) people are concerned at the bonus element and this is widely seen as a disincentive rather than as the scheme's proponents would believe, an incentive.



**Q6. Do you think that the unconsolidated bonus for this year should be shared out equally to all members of staff because only two quarters are being assessed?**

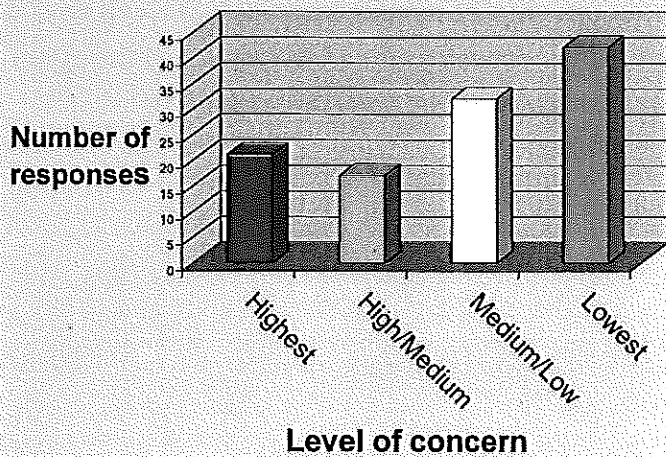
Responses to Q6 show that a large majority of staff feel that the scheme being based on only two quarters at a stretch this year, all staff should receive the non-consolidated bonus on an across the board basis, which would be the fairest and most equitable way to proceed.



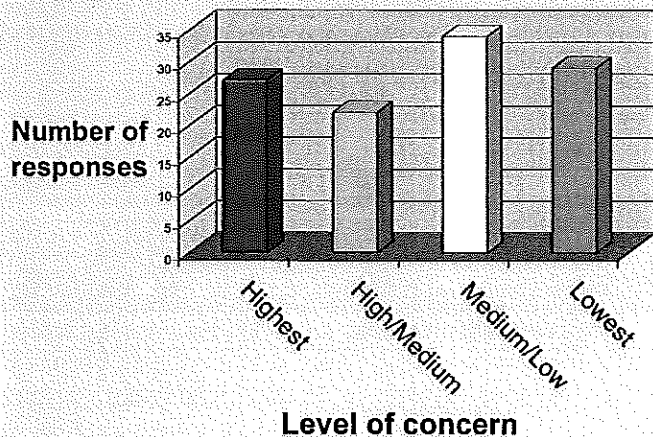
**Q7. Do you have concerns about any of the following aspects?**

The responses were ranked where 1 is the biggest concern (marked as red) and 4 is the lowest (marked as green).

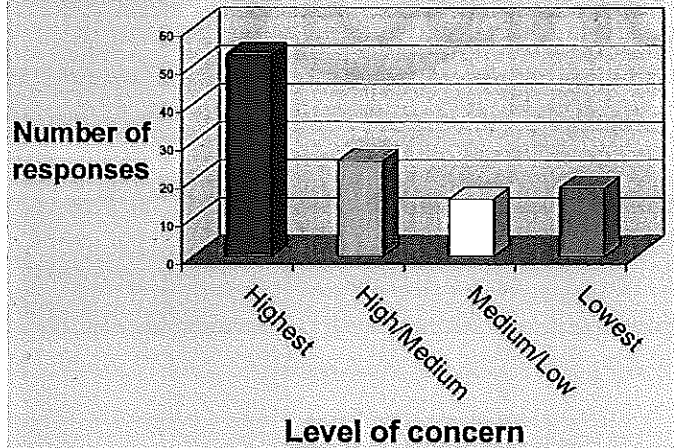
**Agreeing competencies**



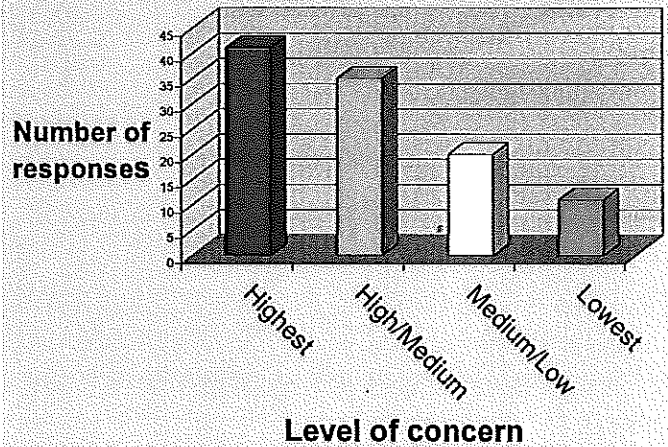
**Agreeing level *within* competency**



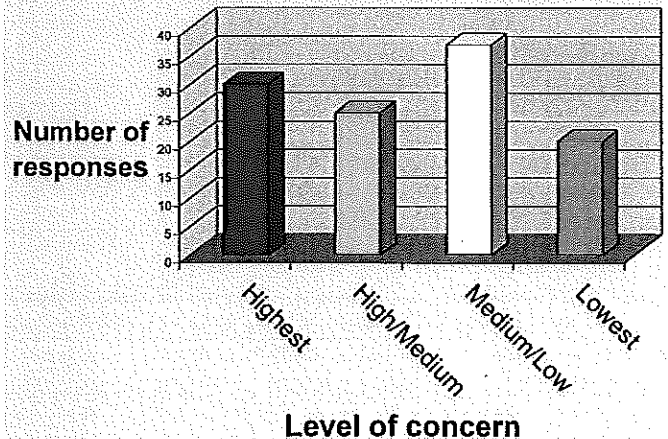
**Lack of comparability with others**



**Insufficient level of bonus**

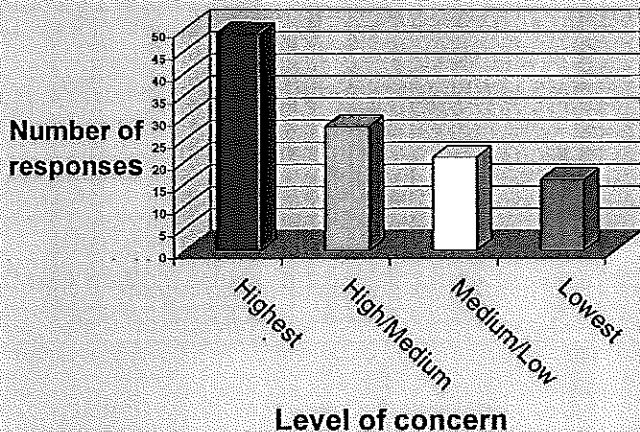


**Lack of objectivity/fairness**





## Lack of understanding of scheme



Level of concern

Picking the trends out of Q7, in general terms there is less of a concern about agreeing competencies and the levels within them, whereas the issue of lack of comparability and insufficient bonus levels are clear to see.

Similarly, there is a pronounced concern over the way the scheme has been explained to and understood by staff.

Q8 Asked whether the scheme could be improved and requested any other relevant comments on the scheme in general.

In the main, comments were overwhelmingly critical rather than praiseworthy, thus:

- ⊙ "Whole scheme has been a complete shambles"
- ⊙ "Scrap it!"
- ⊙ "No staff communication on how the scheme works (the truth not a white wash)"
- ⊙ "Get rid of it and go back to looking after staff"
- ⊙ "Inherent bias and favouritism are rife"
- ⊙ "Sledgehammer to crack a nut"
- ⊙ "I fear we will be setting targets for the sake of it not to improve service delivery"
- ⊙ The scheme is an excellent way forward – it worked at my previous employer"

Most of the comments covered the following:

- ⊙ Lack of understanding and training given (19)
- ⊙ It will upset team harmony, be divisive and demotivational (10)
- ⊙ Lack of Fairness/inconsistency in the way it is applied (18)
- ⊙ Its unfair for those on top of the grade – insufficient bonus (7)

- ⊙ This complicated scheme has been rushed through (14)
- ⊙ Does the scheme apply to ARP or not; sometimes told Yes, sometimes No. (10)
- ⊙ Scheme makes extra work for managers and is an overly bureaucratic burden (11)
- ⊙ Delivery of statutory services not suited to PRP scheme (5)
- ⊙ Should go back to the former appraisal scheme (6)
- ⊙ Even if you make every effort there is no guarantee that you'll get a bonus – the goalposts can be moved (5)
- ⊙ There is a lack of transparency (3)
- ⊙ A stable HR team would help (4)
- ⊙ Its difficult to compare jobs across the whole organisation (6)

The responses to Q8 show the depth of critical feeling towards the new appraisal scheme, particularly in terms of motivation/demotivation, the continuing uncertainty over whether ARP are included or not, the overall suitability of such a complex and overly bureaucratic scheme for an organisation such as the Council, the widely perceived lack of fairness and objectivity of the scheme, and the general lack of understanding by staff.

There is a clearly defined credibility gap in relation to the appraisal scheme, between the version sold to staff last year and in the actual operation of the scheme. Unison repeatedly pointed out to management the potential pitfalls of adopting such an ill-defined appraisal scheme during the consultation stage and we feel that our views have been vindicated in the light of the evidence generated from the survey. Once again, thanks to all those who took the time and trouble to participate in the survey.

The Branch will be looking to repeat next month our general survey of staff opinions which we originally carried out in February 2007. We aim to ask precisely the same questions so as to enable direct and valid comparisons with the responses received last year.

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