



## How are you getting on with your job?

### Your guide to 'performance appraisals'

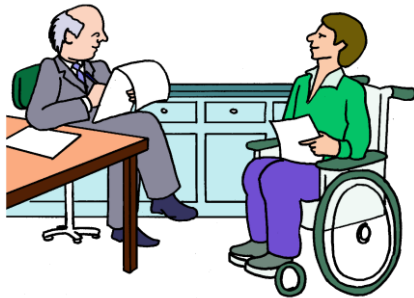
Easy Read booklet



### 1. Introduction

Islington Council has a **performance appraisal** system.

It helps us to find out how our employees are doing in their jobs.



#### **Performance appraisal**

A number of meetings with your manager when you talk about:

- What you want to achieve in your job over the next year, and
- How you are going to do it.



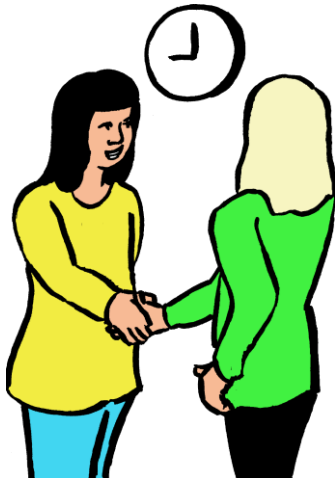
It is an important part of how Council employees are managed.

Every employee has a **performance appraisal**.



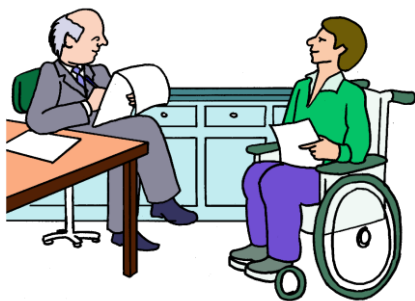
We have **performance appraisals** so that:

- Individuals can play a part in reaching the Council's goals,
- Managers and employees know what is expected of them,



- There is time to talk about day-to-day work,
- There is time to talk about good work and bad work,
- Managers have time to support their team.

## 2. Who are performance appraisals for?



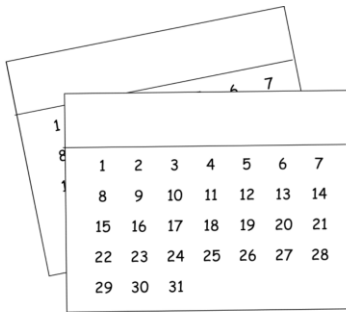
Every employee has the right to have:

- An appraisal meeting, and
- One-to-one meetings.

This includes temporary employees working for the Council for three months or more.

### 3. How do performance appraisals work?

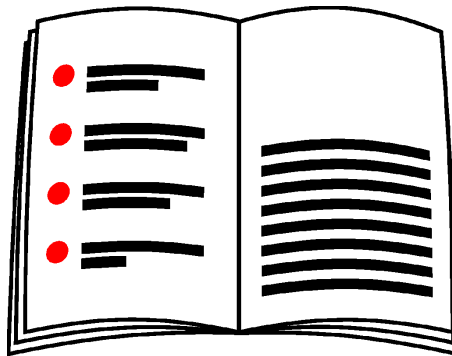
There are three steps to a **performance appraisal**:



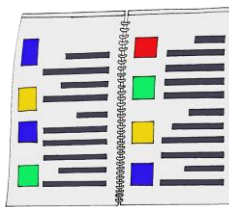
**Step 1 – End-of-year review.** Your manager rates how well you have done over the last year.

**Step 2 – Agree objectives and Ways of Working** with your manager for the next year.

An **objective** has four parts:



- What you want to achieve,
- How you know you have achieved it,
- The steps you need to take to achieve it,
- Any training or learning you need to achieve it.



An Easy Read report explains what **Ways of Working** are.

October 2010						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

**Step 3 - Mid-term review** is held in October or November.

## How are you getting on with your job? – Easy Read version – June 2010



At each step you can talk about:

- What you have learnt on training courses,
- What you have learnt at work,
- What you want to learn over the next year.

And at regular one-to-one meetings with your manager you can:



- Talk about how you are doing,
- Check that you are doing your work on time,
- Make sure you get the support you need to do your work.

### Step 1 – End-of-year review

April 2010						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

An end-of-year review is held if an employee has already had a **performance appraisal**.

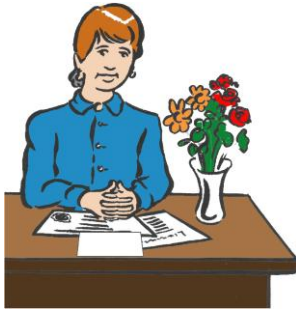
These reviews are held in April and May.



Your manager sets a date for the review in the 'My HR' section of 'izzi', the council employees' website.



You can rate your work over the last year. And think about new things you want to do next year.



Your manager rates your work against one of four standards:

- 'Outstanding',
- 'Good',
- 'Partially met requirements' and
- 'Did not meet requirements'.



### **Outstanding**

Over the last year your work has been **very good** and you did more than required.

You met all your objectives and your Ways of Working.



### **Good**

Over the last year your work has been **good**.

You met all your objectives and Ways of Working.



### **Partially met requirements**

Over the last year you met some of your objectives and Ways of Working.



### **Did not meet requirements**

Over the last year you met less than half of your objectives and Ways of Working.



You and your manager look at your Ways of Working in your last **performance appraisal**.

There are two ways to rate Ways of Working.



**Effective** – You can give examples of your Ways of Working.



**Non-effective** – You cannot give examples of your Ways of Working.



To get 'Outstanding' or 'Good' for the year, your manager must rate you:

- 'Good' or 'Outstanding' for all your objectives, and
- 'Effective' for your Ways of Working



This information is entered on the 'HR online' section of 'izzi', the council employees' website.

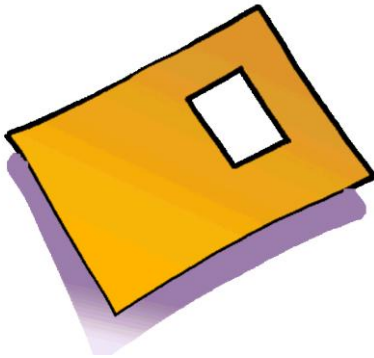
## Step 2 - Agreeing your objectives

April 2010						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

When you meet your manager in April or May, you agree your objectives for the next year.

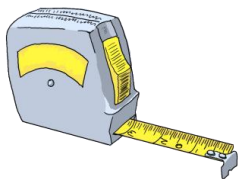
## Setting your objectives

Your objectives should be based on:



- Plans written by the Council, your department and your team,
- Your job duties,
- Any training or learning you need to do,
- Other standards such as Investors in People, Charter Mark or Ways of Working.

## Making your objectives 'SMART'



All your objectives should be 'SMART':

- **S**imple and clear,
- Easy to **M**easure,
- **A**greed by you and your manager
- **R**ealistic – you can do them, and
- They can be done on **T**ime

## Group objectives



When your team do the same thing, your manager may set an objective for the group.



You can talk about group objectives at one-to-one meetings with your manager.

## Learning objectives



Two of your objectives can be about learning new things, such as:

- Going on a training course, or
- Learning new things at work.

## How many objectives?



Full-time employees usually have six objectives, including two 'learning objectives'.



## Ways of Working



You will need to give your manager examples of how you met your Ways of Working.

And talk to your manager about how you can learn more skills over the next year.

## Your training and learning needs



Your manager should talk to you about the training or learning you need to do a good job. Your manager will:

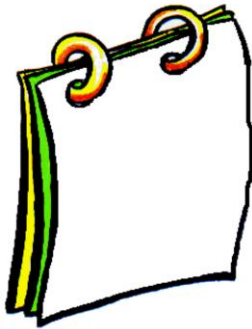
- Add your training to a plan about training for your department,
- Find out how useful any training you did over the last year was.
- Enter this information in the 'HR online' section of 'izzi', the council employees' website.



### Step 3 - Mid-term review

October 2010						
Mon	Tue	Wed	Thu	Fri	Sat	Sun
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

This meeting is held with your manager in October or November.



At the mid-term review you look at your objectives and decide if you can achieve them by April the next year.

If you can't achieve your objectives by April you may need to change them.

It is important to look at your objectives half way through the year.



If you are not at the top of your pay scale you only get more pay if

- you achieve your objectives, and
- you achieve your Ways of Working

by April next year.

### Throughout the year - One-to-one meetings



You should have one-to-one meetings with your manager at least every four to six weeks.



One-to-ones are a chance for you to:

- Get ongoing support from your manager, and,
- Bring up issues about your job.

At every one-to-one you will talk about:

- How you are doing against your objectives.
- The most important parts of your work,
- The quality of your work,
- Attending work, if this is an issue,
- How you behave at work, if this is an issue.



#### 4. Finding out how you are working



At a good **performance appraisal** your manager will tell you how you are doing in your job.

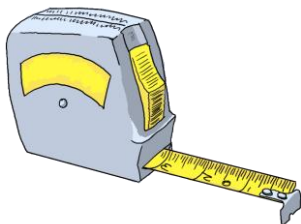
You can talk about your work in an open and honest way.

## 5. What does the manager of your manager do?



The manager of your manager will look at your **performance appraisal** once it is complete. They check that:

- Equality issues were covered,
- It was carried out in a similar way to other **performance appraisals**,
- Your objectives are 'SMART (as explained on Page 7),
- Your objectives support the goals of the department and the Council,
- Your manager gave you a fair score.



## 6. What does the head of service do?



All heads of service check the number of **performance appraisals** carried out in their section.

They do this to make sure all Council employees get a **performance appraisal**.

## 7. What do Human Resources (HR) do?



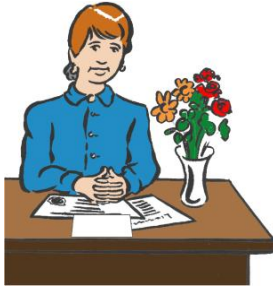
HR provide:

- Support to help everyone get better at **performance appraisals**,
- Information about **performance appraisals** for 'izzi', the council employees' website, and
- Training for managers to get better at doing **performance appraisals**.



They also check the total number of **performance appraisals** across the Council.

## 8. Equality matters



All managers should make sure that **performance appraisals** are:

- Carried out fairly for all employees,
- Useful for all employees.

This means that managers need to:



- See both sides,
- Be open to new ideas, and
- Make sure their team gets the training and learning it needs.



If someone's work is poor their manager should deal with this issue separately.

## 9. Getting more pay

If you get a 'Good' or 'Outstanding' **performance appraisal** you may get more pay.



So Council employees who achieve their objectives and Ways of Working are rewarded for their good work.



Find out more about how this works on 'izzi', the council employees' website.

## 10. How can I get better at performance appraisals?



Islington HR (Human Resources) run courses for employees and managers about getting better at **performance appraisals**.



To find out more visit the 'HR online' section of 'izzi', the Council employees' website.



You can also call Ashley Roberts on

Tel: 020 7527 2249.

# How are you getting on with your job? – Easy Read version – June 2010



The full version of this document can be found on 'izzi' - the website for Council employees - in the HR pages.



If you would like this document explained to you in more detail, please speak to your manager or supervisor.



All the images in this booklet are from the Valuing People ClipArt Collection.