

## ORIGINAL EMAIL

From: Rawé, Noëlle  
To: Dunworth, Jeanette  
Cc: Hughes, Ceri  
Subject: Handling of my performance appraisal

Sent: Mon 15/10/2007 10:05

Jeanette

I am addressing this email to you on the assumption that you are still my HR contact. If not, please let me know who I should contact.

I wish to raise the manner in which my performance appraisal has so far been handled by my line manager, Ceri Hughes (copied on this email).

### Events prior to the performance appraisal meeting

- On 22 June Ceri sent me and other team members a reminder that we should start thinking about our performance appraisal as all the performance appraisals needed to be completed by the end of August.
- Ceri sent me an email on 2 July stating that I should look at my goals for the purpose of addressing any outstanding goals before the year-end.
- I submitted my form on the Dialogue system on 1 August.
- My performance appraisal meeting was scheduled on 7 August. On 6 August Ceri told me she was cancelling the meeting as she had sent my appraisal form to HR due to what I wrote on the form.
- Conscious of the 31 August deadline for completion of the appraisal process, towards the end of August I asked Ceri when the meeting would take place. She replied that she had not heard from HR, but there was still plenty of time to do it as the deadline had been extended.
- During the second week of September I again reminded Ceri that my performance appraisal was still outstanding, and got the same reply i.e. that she had not heard back from HR.
- In light of the policy emails we had received (29 June and 21 September) about 30 September being the final deadline for filing goals on the Dialogue system "to ensure eligibility for salary/bonus review consideration", in the last week I asked Ceri when my performance appraisal meeting would take place.
- On 3 October Ceri sent me a meeting request for 9 October, at 16h00. On 9 October she sent me an email that the meeting room had been changed from the 5th floor, to the ground floor in Dorset Rise. I looked on the meeting room booking system: the room was booked for 1.5 hrs i.e. until 17h30.

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### 9 October performance appraisal meeting

Ceri started the meeting by explaining the areas that would be covered: my goals and performance against these; skills and behaviours; career development i.e. the areas included in the form – and hence the standard approach I am used to since joining KPMG.

I stated that my objective was to get clarity on my position at KPMG. Ceri replied that the purpose of the meeting was to discuss performance to date. I said that I would explain what I meant in the context of events during the course of the meeting.

Ceri then went on to say that, unlike previously, **this year I had let events taking place in my personal life come into my work life. I pointed out what I wrote on the form**, namely that, while, by the time of my mid-year appraisal I was suffering greatly from events taking place in my personal life, I had opted to leave this out. However, since then, the situation had changed as my **personal problem had entered my work life and had impacted on me.** I quoted **my being denied access to the Intranet for the best part of April** and the **devastating effect it had on me.**

**Ceri said she would not discuss it. I kept raising it saying that it could not be ignored as it impacted on my ability to perform. Ceri kept repeating that she would not discuss it as it was outside the scope of the meeting.** I asked who would discuss that. On 2-3 occasions Ceri said that **if I insisted on raising it she would terminate the meeting.**

**I would like to know why events that have impacted on my ability to perform are being ignored** – especially in light of the fact that **the two months plus delay in holding my performance appraisal was due to HR looking at what I captured on my form.**

We then talked about the projects on which I worked and my performance against my goals. I have points to raise about these, but this can be done at 'the next stage'.

This brings me to my next point: **a few minutes before 17h00 Ceri announced that she should have said this at the beginning, but she has another meeting she must go to.** She said that she would ask a secretary to schedule the meeting before the end of the week. Also, as she was planning to be in Canary Wharf on Friday this could provide the opportunity.

As, by **Thursday 11 October** I had not been contacted about another meeting, **I sent an email to Ceri to report it.** I also wrote that the consequence of this was that **I would now miss the final deadline of 12 October (policy email of 5 October).**

Ceri replied that **we had "until next week to complete my appraisal".** My response was that **I had "not seen any communication that the deadline has been further postponed".** I tried to find this communication on the Intranet, and asked around – in vain.

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When Ceri was in Canary Wharf on **Friday morning, 12 October,** I explained that **I could not find the communication she was referring to.** She said that it was a communication from HR. **I asked for a copy. Until now I have not received it from Ceri.**

**I would like to have confirmation of this communication from HR.**

**Never in my ten years at KPMG have I had a performance appraisal handled in this manner.** It certainly is not consistent with the **'KPMG guidelines on performance management 2007'.**

Thank you in anticipation of your looking into this matter.

Kind regards

Noëlle Rawé

TEL: 01188 704000 ext. 2100

**From:** [Rawé, Noëlle](#)

**Sent:** 15 October 2007 10:05

**To:** [Dunworth, Jeanette](#) [human resources]

**Cc:** [Hughes, Ceri](#)

**Subject:** **Handling of my performance appraisal**

Jeanette

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**I wish to raise the manner in which my performance appraisal has so far been handled by my line manager, [Ceri Hughes](#) (copied on this email).**

**Events prior to the performance appraisal meeting**

**(NB: If the linked documents don't open, try with:**



- **On 22 June** Ceri sent me and other team members a reminder that we should start thinking about our performance appraisal as all the performance appraisals needed to be completed by the end of August. [[22.06.07](#)]
- Ceri sent me an email **on 2 July** stating that I should look at my goals for the purpose of addressing any outstanding goals before the year-end. [[02.07.07](#)]
- I submitted **my form on the Dialogue system on 1 August** [[section 8 KPMG page](#)].
- **My performance appraisal meeting was scheduled on 7 August. On 6 August Ceri told me she was cancelling the meeting as she had sent my appraisal form to HR due to what I wrote on the form.**
- Conscious of the **31 August deadline** for completion of the appraisal process, **towards the end of August I asked Ceri when the meeting would take place**. She replied that **she had not heard from HR**, but there was still plenty of time to do it as the deadline had been extended.
- During the **second week of September I again reminded Ceri that my performance appraisal was still outstanding**, and got the same reply i.e. **that she had not heard back from HR**.
- In light of the **policy emails** we had received ([29 June](#) and [21 September](#)) about **30 September being the final deadline** for filing goals on the Dialogue system “*to ensure eligibility for salary/bonus review consideration*”, **in the last week I asked Ceri when my performance appraisal meeting would take place**.
- **On 3 October** Ceri sent me a meeting request for **9 October, at 16h00**. On **9 October** she sent me an email that the meeting room had been changed from the 5th floor, to the ground floor in Dorset Rise. I looked on the meeting room booking system: **the room was booked for 1.5 hrs i.e. until 17h30**.

#### **9 October performance appraisal meeting**

**I secretly recorded the meeting.** (\*) As can be seen from [the transcript](#) (includes my Comments), and the recording that is under **section 8.1** on [the KPMG page](#), **what I reported in this email was accurate**. (**Sections 8.2 to 8.4** also refer to the meeting).

(\*) KPMG was clearly worried that I might have recorded “*my conversations at KPMG*”, as it / its ‘brothers’ [Andrew David Ladsky](#) / the [Jewish-Freemason ‘Brotherhood’ \(Persecution # 6\)](#) – got my private doctor to ask me: **section 13 KPMG pg**; my **# 4 Comments** on the [08.05.07-13h39](#) email from BUPA Wellness at KPMG (**section 5 KPMG pg** re. its ‘health services’).

Ceri started the meeting by explaining the areas that would be covered: my goals and performance against these; skills and behaviours; career development i.e. the areas included in the form – and hence the standard approach I am used to since joining KPMG.

**I stated that my objective was to get clarity on my position at KPMG.**

#### **[Line 47](#)**

Ceri replied that the purpose of the meeting was to discuss performance to date. I said that I would explain what I meant in the context of events during the course of the meeting.

**Ceri then went on to say that, unlike previously, this year I had let events taking place in my personal life come into my work life.**

#### **[Lines 61-68](#)**

I pointed out what I wrote on the form, namely that, while, by the time of my mid-year appraisal I was suffering greatly from events taking place in my personal life, I had opted to leave this out. However, since then, the **situation had changed as my personal problem had entered my work life and had impacted on me.**

[Lines 69-70 ; 88](#)

I quoted my being denied access to the Intranet for the best part of April and the devastating effect it had on me.

[Line 76-78](#)

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[Line 57-59 ; 74 ; 79 ; 119-120 ; 126 ; 130 ; 145-146](#)

I asked who would discuss that. On 2-3 occasions Ceri said that if I insisted on raising it she would terminate the meeting.

[Line 92-97 ; 145-146 ; 148](#)

**I would like to know why events that have impacted on my ability to perform are being ignored – especially in light of the fact that the two months plus delay in holding my performance appraisal was due to HR looking at what I captured on my form.**

We then talked about the projects on which I worked and my performance against my goals. I have points to raise about these, but this can be done at 'the next stage'.

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[Line 609-615 ; 649-651](#)

As, by Thursday 11 October I had not been contacted about another meeting, I sent an email to Ceri to report it. I also wrote that the consequence of this was that I would now miss the final deadline of 12 October (policy email of 5 October).

[My 11.10.07-09h32 email](#)

Ceri replied that we had *"until next week to complete my appraisal"*. My response was that I had *"not seen any communication that the deadline has been further postponed"*. I tried to find this communication on the Intranet, and asked around – in vain.

[11.10.07-10h54 and 11h10 emails](#)

When Ceri was in Canary Wharf on Friday morning, 12 October, I explained that I could not find the communication she was referring to. She said that it was a communication from HR. I asked for a copy. Until now I have not received it from Ceri.

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Never in my ten years at KPMG have I had a performance appraisal handled in this manner. It certainly is not consistent with the ['KPMG guidelines on performance management 2007'](#).

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Kind regards, Noëlle Rawé

See the follow on emails: [15.10.07-17h40](#) from Dunworth; my [15.10.07-18h10](#) reply