

MY 1 – 1
PERFORMANCE AND DEVELOPMENT
TOOLKIT

May 2018



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Introduction

Everyone can access My 1:1 map via the ERP system, and take some time to reflect and self-evaluate where they are on it. Managers will use the 1-1 Map to determine where all their team members are positioned.

My 1:1 is the Council's approach to managing performance and developing talent. This ensures that meaningful 1:1s take place between managers and their staff as regularly as required to manage and improve organisational performance.

The aim of My 1:1 is to help establish a culture of good 1:1s, recognising the value our employees bring to their current role, as well as reaching and maximising future potential.

My 1:1 is a key part of the Hastings Workforce Plan. This plan sets out how Hastings intends to create an agile workforce; which is skilled for the future, diverse, motivated and engaged to deliver for the people of Hastings. The Corporate Plan, Medium Term Financial Strategy and the Workforce Plan when read together describe the Council's priorities; the resources available as well as the capability and culture which we need to adopt in order to meet successfully the future challenges.

My 1:1 is one way for Hastings to assess how well we are achieving against these priorities and to make sure we have developed the right skills and behaviours required. It is clear that My 1:1, done well, will contribute to what 'good' looks like in Hastings.

My 1:1s matter. We all need to feel that we are listened to, understood and valued. There is an intuitive link between the quality of My 1:1s held and organisational effectiveness. We need to shift from simply evaluating past actions every six months. Managing performance is an ongoing activity.

Good My 1:1s are essential for the retention of employees, and to maintain motivation and engagement. One of the main reasons for losing talent in an organisation is the employee/manager relationship. Hastings is committed to growing and retaining our talent. We want the right people in the right roles with the right skills to achieve

My 1:1 will be used by everybody in the Council.

My 1-1 Map is not meant to be prescriptive, but used as a way to help understand a person and open up the My 1:1 Conversation about their strengths and development areas, motivations and career aspirations, as well as what input would support their development.

My 1:1 encourages self-evaluation and is a means for individuals to explore current strengths and aspirations; current performance (achievement of objectives) and the way they achieve (values and behaviours).

My 1:1 is an ongoing 1:1 between manager and employee as and when required. My 1:1 with your manager should happen, at **least** twice a year, to discuss and agree where each person is on the map. This will indicate the contribution each employee is making to the Council. My 1:1 should be a two-way coaching style conversation. Together with your manager, explore where you feel you sit on the map. It is an opportunity for reflection and feedback on successes to date, any action taken and on development plans, and considering next steps to enable the person to realise their potential and any future aspirations. Recognising what's important to staff, where they are keen to develop themselves can be key to helping retention.

The map will enable us to understand our workforce profile and plot where our employees are in terms of their contribution to the Council.

My 1:1 form captures objectives set, and the regular 1:1s that take place to support progress.

My 1:1 map

My 1:1 is an opportunity to:

- Confirm and review your objectives
- Review your performance
- Establish clarity around your role expectations and behaviour
- Provide and receive feedback
- Share achievements and examples of developing others
- Increase engagement and motivation
- Explore wellbeing
- Discuss career aspirations
- Establish development plans
- Support new starters
- Support you if you need to improve your performance

Regular My 1:1s are essential for developing relationships, ensuring work stays on track, helping to promote personal development and ensuring wellbeing.

We want to recognise performance in a new way – it will no longer be something we do once a year, but an ongoing 1:1 between manager and employee as and when required.

Initiating a My 1:1 is everyone's responsibility. Managers should ensure that they make time for all of their staff on a regular basis. Staff should also feel able to ask for a 'My 1:1' when they need one.

My 1:1 can take place anywhere that is suitable - somewhere quiet and comfortable is ideal. There may be other opportune moments for quick catch ups including team meetings (where appropriate).

Remember, the focus of the My 1:1 discussions, is not solely based on performance of tasks and should include the continuous support and development of staff to explore what/how they are achieving in their current role, well-being and also to discover future aspirations to ensure we have the right people in the right roles.

You will need to confirm and review objectives previously set; set new performance and development objectives; summarise the key elements of the discussion; highlight achievements and evidence: comment on reflections made and future actions planned.

My 1-1 Conversation

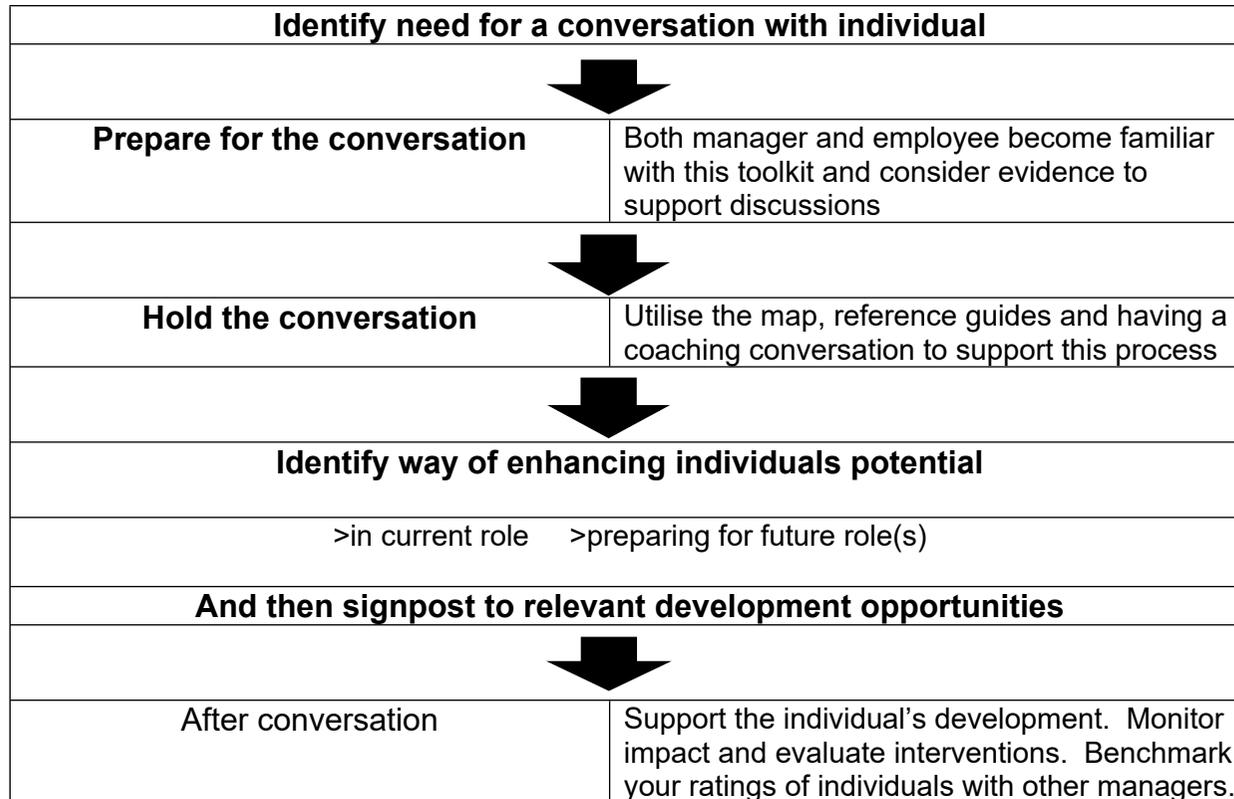
Effective and honest communication is at the heart of My 1-1. It is a two-way process where the manager and member of staff explore where they sit on the My 1-1 Map, through the manager giving constructive feedback about an individual's performance and the behaviours, and values that they demonstrate.

This two-way conversation is about supporting an individual to reflect and consider the talent potential they already have within their current role, identifying and discussing any future aspirations they may have and may be likened to a coaching conversation in many respects. The My 1-1 Map helps to identify where the individual sits in relation to their potential role, and then to assist with identifying next supportive developmental steps for them.

My 1-1 Conversation

The following flow chart and supportive steps are designed to help both the manager and member of staff plan, undertake, enact and monitor the outcomes of the 1-1 conversation.

The following illustrates an overview of the process for having a My 1-1 Conversation.



Preparing for My 1-1 Conversation

When preparing, ensure both you and your employee have planned and prepared well for the conversation by:

- 1** Ensuring you have familiarised yourself with the process.
- 2** Giving the employee this My 1-1 Conversation guide in advance of the meeting, so they have full understanding of the process
- 3** Giving the individual protected time beforehand to encourage them to reflect on where they think their potential sits within the context of the My 1-1 Conversation Tool
- 4** Considering and bringing wider evidence to support the discussion e.g. performance outcomes.
- 5** Making sure you have time before hand so you as the manager are in a good place mentally to be able to have a good My 1-1 Conversation
- 6** Ensuring enough time is given for the meeting and that the time is protected
- 7** Being mindful of the environment where you hold this conversation – using quiet and comfortable surroundings

When making arrangements for your conversation ensure any personal needs are communicated and considered. You need to ensure your employees are at ease and able to concentrate on the conversation

Holding My1-1 Conversation

Having a My 1-1 conversation is very much like an appraisal. This is because it helps to explore what/how you're achieving in your current role to maximise your potential within it, and then naturally move onto what you are able to achieve in the future to maximise your longer term potential.

Research consistently supports the value of effective communications in the workplace and evidence suggests that it leads to people feeling valued and energised at work. The reasons for these not happening ranges from fear of the conversation not going well, lack of confidence in ability to hold the conversation in an effective way and that there are more pressing operational priorities to attend with which may impact on the quality of the conversation.

Whilst these reasons are valid, they should not deter from these important conversations happening across the organisation.

Adopting a coaching style in My 1-1 Conversation

1 Establish the 1-1 Conversation

- Greet the individual in an appropriate manner and establish rapport
- Deal with agenda, e.g. duration of conversation, any potential interruptions
- Establish and make explicit that this is a two way process with each party taking responsibility for maximising the opportunities
- Create an appropriate sense of occasion i.e. we are beginning the 1-1 Conversation now

2 Identify topic of conversation and end goal

- Agree what you are going to talk about (the individual's performance, behaviours & potential)
- Agree desired outcome e.g. to ascertain path of leadership development

3 Surface understanding and build insight

- Enquire, build mutual understanding (ask questions as per quick reference guides)
- Enable knowledge and values to surface/enable reflection for individual

4 Shape agreements and reach conclusions

- Acknowledge what insights and conclusions have been gained
- Refine summarise conclusions and agree specific actions
- You may have to go back to step 2 for wider exploration; is there anything you haven't discussed yet?

5 Summarise and completion/closure

- Establish closure to the 1-1 Conversation
- Summarise and discuss what happens next (development opportunities identified)

After the 1-1 Conversation

Documenting and follow up

Following a My 1-1 conversation, the outcome should be recorded and focused on developing the individual, whether maintaining their development to continue doing the good job they are currently doing, addressing specific development needs identified within their current role, or tapping into potential strengths and talents to prepare them for their next role.

The conversation you have will be a catalyst for individual development which will then link into a choice of development

These should be documented, enacted, monitored and evaluated on an on-going basis to review the impact they are having in getting the employee where they need to be in maximising their potential. This document should be completed and stored on the ERP System.

Managers also have a responsibility to work with their Council learning and development functions to help them understand the development needs of their staff, and find ways of supporting these.

Managers consistency checking and removing bias.

For managers undertaking My 1-1 conversations for their whole teams, it is also good practice to discuss and de-brief the discussions and outcome against those with other peers/managers.

This helps to remove any bias and ensure all employees in a team are treated equitably, and also allows peer support between managers when applying the My 1-1 Conversation Tool consistently.

Use conversations such as senior team meetings to discuss individuals and their outcomes and why you both reached these conclusions to help standardisation of how all individuals in the team are rated – this helps to ensure that all managers are ‘comparing apples with apples’, and also allows open and transparent discussions around employees and how the Council is helping them maximise on their potential, linking to talent activities such as succession planning.

How to rate performance

Rating performance is probably the easy part. All Council employees should have performance development reviews where specific work objectives, on-going work responsibilities and supportive development objectives are set and achievement is reviewed. We know that this takes place formally as part of a performance review appraisal, and is also important as part of good management practice – we don't only review people's performance once a year, it's an on-going process between manager and staff.

When we review work achievements and developmental objectives, it should be relatively easy for the employee and their manager to understand performance in role by looking at the evidence surrounding the output of their work.

How to rate performance

As part of a My 1-1 Conversation, we suggest that performance fits into three levels.

Performance rating	What does it look like?
<p>Partially meets expectations</p> <p style="text-align: center;">1</p>	<p>Employees can evidence that they have met some of the objectives / tasks / on-going work responsibilities set for them, but not all of them. This can be for a variety of reasons that need to be explored further with the individual.</p> <p>Employees here often need to have the objectives / tasks / on-going work responsibilities and expectations associated with these clearly described and broken down for them, and often need extra supervision and support to achieve them.</p>
<p>Meets expectations</p> <p style="text-align: center;">2</p>	<p>Employees are clearly and unambiguously able to evidence how they are meeting their objectives / tasks / on-going work responsibilities set out for them and the demands within their role (e.g. completed a project, providing a service etc.)</p> <p>Employees here will be given objectives / tasks / on-going work responsibilities and simply deliver them with little, if any supervision. They sometimes go unnoticed in doing this, but you know who they are as they are often the 'go to' people as they are known as reliable to get things done.</p>
<p>Exceeds expectations</p> <p style="text-align: center;">3</p>	<p>Employees not only evidence how they have met the expectations of the work objectives / tasks / on-going work responsibilities that they have been set, they show how they take them all to the next level.</p> <p>Employees here only need to be given the vision/high level expectations of what needs to be achieved, and they do the rest, making it all into a reality, bringing their own style and added value. They are the high impact people you go to when you need something achieved with creative flare and added value.</p>

My 1-1 Conversation Tool

The following chart is for use with My 1-1 conversations. The remainder of the document explains how to use the references within the chart and hold a good conversation

1	High Potential to go Further	<ul style="list-style-type: none"> • A role model with the highest levels of performance, potential and ambition to move on • High performer, exceeds results and goals with capacity for immediate advancement • True asset – role model
2	Capacity for Key Roles	<ul style="list-style-type: none"> • Individual with high potential • Good rounded performance and delivers results • Behaves professionally in line with role • Has the capacity to be a consistent talent, or with stretch move to higher levels
3	New to Role and/or Needs Support	<ul style="list-style-type: none"> • New to post or task • Have yet to demonstrate results or high potential in a new position or development role • Future performance will allow assessment of where they align longer term
4	Pivotal and Flexible	<ul style="list-style-type: none"> • High performance with consistency of results across a variety of assignments and tasks • Acts wider than professional background • Possibly happy to stay in current position or perhaps move one level
5	Solid and Adaptable	<ul style="list-style-type: none"> • Good rounded performance and meets expectations • Behaves in line with role • Works wider than professional background • May demonstrate drive and ambition in the long term
6	Needs Stretching	<ul style="list-style-type: none"> • Low performance but strong demonstration of how we operate • Should be supported, stretched and challenged • May be bored, under-used or in the wrong role
7	Achieves and Exceeds	<ul style="list-style-type: none"> • High performance in own field • Consistent results and brings added value to tasks given • Shows upward potential, needs to develop greater focus on how results are achieved • Emergent wider skills
8	Good Performer	<ul style="list-style-type: none"> • Good reliable performance delivers solid results • Behaves professionally in line with role • Shows upward potential, needs to develop greater focus on how results are achieved

9	Scope to Improve	<ul style="list-style-type: none">• Current demonstration of performance and behaviours required of role• Needs focus and support• May be in the wrong tolw
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Definitions and Question Bank

The following provides definitions and suggested questions that can be used during each My 1:1 Conversation.

For each segment there is a description of the likely performance of the person. This is suggestive in areas and may differ between individuals depending on their particular experience, stage of career development etc. The questions provided are designed to open up the My 1:1 Conversation and explore the Hastings Values and Behaviour Framework

The questions you select will depend on your knowledge and understanding of several factors such as the individual, their performance history, and/or what changes they have experienced in their service areas recently. You will need to prepare for the My 1:1 Conversation.

It is really important to consider these factors so as not to offend or patronise someone in the process. For example, people in 'Scope to improve' may have undergone significant change in their role, or have a history of poor performance but not previously been held to account or given support, or may be de-motivated and ready to exit. The questions you use will depend on those circumstances.

High Potential to go further

High performer with lots of capacity for immediate advancement

Definition

- Highest levels of performance and potential
- Role models behaviours that align to the Council
- Demonstrates mastery of current job/assignment
- Is relied on to always deliver
- Aspires to progress
- True Council asset
- First call to fill critical or emergency positions

Questions - General

- What strengths and expertise have you brought which have been pivotal in achieving success in your role?
- How does this role fit with your career path?
- Give me some examples of how you bring the values to life in your work
- How clear are the expectations of your role to you?
- What interests you about the role?
- What do you like/dislike about it?
- What motivates you?
- Tell me a bit about what you have achieved recently.
- How can you develop and support other staff?
- How do you view your role in driving the agenda? (Explore shorter and longer term career aspirations)
- What is the logical next step for you?
- What would represent a real stretch for you?
- What do you need to take the next step up?
- What ideas do you have for your service area? How are these aligned to the vision and mission of Hastings

Questions – Leadership qualities specific

- Where are your strengths in relation to the behaviours/leadership qualities?
- What gaps have you identified?
- What are your thoughts in relation to the future direction of Hastings?
- How do you view your role in driving the agenda? (Explore thoughts around driving and facilitating change).
- How do you impart your knowledge/expertise/experience to others?
- How do you manage to achieve results through others?
- (explore delegation, strength of their team to ascertain capability for them to focus on bigger projects)
- What are your thoughts on the future vision, and the changes ahead?
- If you were given free reign, what would you do to drive the changes?
- How do you hold yourself, and others, to account over delivery?
- What do you do when you encounter barriers and challenges to achieving results? What support do you need to help you manage or overcome these?
- How well do you lead and motivate people?
- How do you celebrate success and support people?
- How aware are you of your impact of your behaviour?
- What steps have you taken to improve your performance?
- You have demonstrated clear potential as a leader within the organisation. What do you see as being your next step? What are your career ambitions? What support do you need to take the 'leap' into leading the organisation – shaping services, being ambitious about outcomes etc.?

High potential to go further

High performer with lots of capacity for immediate advancement

Development considerations

- Thank these individuals and show them they are valued
- Access leadership development to support preparation for step change
- Future role, exposure to 'acting/step up' posts
- Identify 'appropriate career path'
- Immediate move and longer term view
- Stretch assignments, giving depth and breadth of experience
- Reinforce value of individual to Council, use praise and recognition appropriately
- Raise profile and exposure
- Use their skills to 'give back' in developing others in the wider organisation

Speak to Hastings HR partners for ideas for development interventions

- Maintaining Continuing Professional Development (CPD)
- Coaching
- Developing others
- Work shadowing
- Broadening networks
- Personal Profile Analysis (PPA)
- Mentoring
- Projects
- Research

Capacity for Key Roles

Good performer with the ability and potential to be a consistent talent

Definition

- Individual with high potential
- Good performance, can step up to deputise for higher roles when needed
- Demonstrates good professional behaviours in role and wider areas
- Has the ability and potential to be consistent talent
- Aspires and has ambition

Questions - General

- What do you see as being the key purpose of this role (explore both task and behavioural expectations)?
- Give me some examples of how you bring the values to life in your work
- How clear are the expectations of your role to you?
- What interests you about the role?
- What do you like/dislike about it?
- What motivates you?
- Tell me a bit about what you have achieved recently.
- How does this role fit with your career path?
- What constraints do you face in carrying out your role?
-

Questions – Leadership qualities specific

- Where are your strengths in relation to the behaviours/leadership qualities?
- What gaps have you identified?

- What support would you need to help you stretch yourself?
- What are your thoughts in relation to the future direction of Hastings?
- How do you view your role in driving the agenda? (Explore thoughts around driving and facilitating change).
- How do you impart your knowledge/expertise/experience to others?
- How do you manage to achieve results through others? (explore delegation, strength of their team to ascertain capability for them to focus on bigger projects).
- What are your thoughts on the future vision, and the changes ahead?
- If you were given free reign, what would you do to drive the changes?
- How do you hold yourself, and others, to account over delivery?
- What innovative ideas or solutions have you seen, or identified yourself which you think will support service delivery? What have you done to implement these? What support do you need to help you implement these?
- What do you do when you encounter barriers and challenges to achieving results? What support do you need to help you manage or overcome these?
- How well do you lead and motivate people?
- How do you celebrate success and support people?
- How aware are you of your impact of your behaviour?
- What steps have you taken to improve your performance?
- You have demonstrated clear potential as a leader within the organisation. What do you see as being your next step? What are your career ambitions? What support do you need to take the 'leap' into leading the organisation – shaping services, being ambitious about outcomes etc.?

Capacity for Key Roles

Good performer with the ability and potential to be a consistent talent

Development considerations

- Thank these individuals and make them feel valued
- Potential to access wider leadership development, but this has to be right for them
- Current role development
- Increase current performance/delivery and stretching in current role to do this
- Discuss future ambition/aspirations
- Specific competencies, experience and learning needed for future roles
- Use their skills to 'give back' in developing others

Speak to Hastings HR partners for ideas for development interventions

- Maintaining Continuing Professional Development (CPD)
- Coaching
- Developing others
- Work shadowing
- Broadening networks
- Personal Profile Analysis (PPA)
- Mentoring
- Projects
- Research

New to Role and/or Needs Support

High potential in new job, needs support to perform in new role to maximise on potential

Definition

- In transition having started in a new position or role
- They need time and dedicated support to achieve their full potential within their current role and become great achievers
- Behaviours and performance is aligning to their new role

Questions - General

- What do you see as being the key purpose of this role?
- What made you make the move to this role? How does it fit with your career path?
- What interests you about the role?
- What do you like/dislike about it?
- What are your key strengths and experience that you bring to the role?
- How can we make best use of your skills and experience to deliver what we need to in the team/service/department?
- What key achievements have you made (that we can celebrate, build on etc.)?
- Have there been any changes recently in the role or the context in which it is carried out? (If so, could explore this further, what's changed, why, how they've found it etc.).
- What concerns do you have about the role?
- What would good performance look like to you? How clear are expectations of your role to you? What are your key performance objectives or indicators?
- How clear are the lines of responsibility?
- What key knowledge or subject matter expertise do you need to carry out your role? Are there any gaps in your current levels of knowledge and expertise that you would like to address?
- How can we harness your motivation and overall approach to your work, and convert that into outcomes?

Questions - Leadership qualities specific

- How do you go about planning tasks and activities for yourself and others (and explore how well aligned these are to achieving outcomes)?
- How do you hold yourself, and others, to account over delivery?
- What challenges do you face in delivering your best performance?
- What do you do when you encounter barriers and challenges? What support do you need to help you manage or overcome these?
- What innovative ideas or solutions have you seen or identified yourself
- which you think will support service delivery?
- What support have you identified you need?
- What steps have you taken to improve your performance?
- What improvements have you made?
- Who has been helping and supporting you in role?
- Who else could you work with to support delivery or achieving better outcomes. How?

New to role and/or Needs Support

High potential in new job, needs support to perform in new role to maximise on potential

Development considerations

- Current role, skills and behaviours to be able to do a great job in role
- Motivate, mentor and coach – make them feel valued
- Direction and support and opportunities to bring their own flare to the new role
- Development plan to improve performance and demonstrate potential over the next 12 months

Speak to Hastings HR partners for ideas for development interventions

- Maintaining Continuing Professional Development (CPD)
- Coaching
- Developing others
- Work shadowing
- Broadening networks
- Personal Profile Analysis (PPA)
- Mentoring
- Projects
- Research

Pivotal and Flexible

High performance in a variety of areas

Definition

- High performance with consistency of results across a variety of assignments
- Role models professional behaviours aligned to their role and Councilwide
- Flexible, and could fill short term gaps or act up/deputise into higher roles when needed
- Moderate potential to go further balancing own ambition and capacity to move
- Could fill critical positions; perhaps move one level; likely to shift to key or high professional post over time

Questions - General

- What are the key strengths you bring to the role and your area?
- How does this role fit with your career path? (Explore motivation for taking on greater responsibility or complexity in their role).
- Give me some examples of how you bring the values to life in your work
- How clear are the expectations of your role to you?
- What interests you about the role?
- What do you want to achieve?
- What do you like/dislike about it?
- What motivates you?
- How can we make best use of your skills and experience to deliver what we need to in the team/service/department?
- What key achievements have you made (that we can celebrate, build on etc.)?
- How well would you say you understand the vision and mission of Hastings? And how your service contributes to that? What do you see as being the key purpose of this role (explore both task and behavioural expectations)?
- How keen are you to take on a role with greater responsibility in the organisation? (It is perfectly ok to keep doing the good job they are doing)
- How can we stretch you/ keep you motivated in your current role?
- What support would you need to help you stretch yourself?
- How can we make best use of your skills and experience to deliver what we need to in the team/service/department?
- What skills do you have that are currently under utilised?
- How could you develop others/what could you offer back?
- there been any changes recently in the role or the context in which it is carried out? (If so, could explore this further, what's changed, why, how they've found it etc.).
- How do we maintain your professional development in your current role? Describe the development you need and your ideas for gaining it
- What new projects or responsibilities would you be interested in taking on (if any) in order to support your development?

Pivotal and Flexible

High performance in a variety of areas

Questions – Leadership qualities specific

- Where are your strengths in relation to the behaviours/leadership qualities?
- What gaps have you identified?
- What are your thoughts in relation to the future direction of Hastings?
- How do you view your role in driving the agenda? (Explore thoughts around driving and facilitating change).
- How do you impart your knowledge/expertise/experience to others?
- How do you manage to achieve results through others (explore delegation, strength of their team to ascertain capability for them to focus on bigger projects).
- What are your thoughts on the future vision, and the changes ahead?
- If you were given free reign, what would you do to drive the changes?
- How do you hold yourself, and others, to account over delivery?
- What do you do when you encounter barriers and challenges to achieving results? What support do you need to help you manage or overcome these?
- How well do you lead and motivate people?
- How do you celebrate success and support people?
- How aware are you of your impact of your behaviour?
- What steps have you taken to improve your performance?
- You have demonstrated clear potential as a leader within the Council. What do you see as being your next step? What are your career ambitions?
- What support do you need to take the 'leap' into leading the organisation – shaping services, being ambitious about outcomes etc.?

Pivotal and Flexible

High performance in a variety of areas

Development considerations

- Thank these individuals and make them feel valued for the great job they are doing
- Motivational stretch to enhance fulfilment – opportunities to try something different?
- Further developments in role giving both breadth and depth of experience
- Identify 'appropriate' career path and options
- Reinforce value of individual to organisation, use praise and recognition to help them shine
- Potential 'give back' to use their skills to develop others

Speak to Hastings HR partners for ideas for development interventions

- Maintaining Continuing Professional Development (CPD)
- Coaching
- Developing others
- Work shadowing
- Broadening networks
- Personal Profile Analysis (PPA)
- Mentoring
- Projects
- Research

Solid and Adaptable

Good performance with moderate potential to advance

Definition

- Good well rounded performance
- Good professional behaviours in line with role requirements
- Reliably meets expectations – a ‘go to’ person
- Moderate potential over time, but likely to be very happy doing the job they are doing
- Solid, steady team member who can be relied upon, often going unnoticed

Questions

- What do you see as being the key purpose of this role (explore both task and behavioural expectations)?
- Give me some examples of how you bring the values to life in your work
- How clear are the expectations of your role to you?
- What do you want to achieve?
- What interests you about the role?
- What do you like/dislike about it?
- What motivates you?
- How does this role fit with your career path? How keen are you to take on a role with greater responsibility in the Council? (It is

perfectly ok to keep doing the good job they are doing)

- How can we stretch you/ keep you motivated in your current role?
- What support would you need to help you stretch yourself?
- Where do you go from here?
- How can we make best use of your skills and experience to deliver what we need to in the team/service/department?
- What key achievements have you made (that we can celebrate, build on etc.)?
- What skills do you have that are currently under utilised?
- How could you develop others/what could you offer back?
- Have there been any changes recently in the role or the context in which it is carried out? (If so, could explore this further, what's changed, why, how they've found it etc.)
- How do we maintain your professional development in your current role? Describe the development you need and your ideas for gaining it
- What new projects or responsibilities would you be interested in taking on (if any) in order to support your development

Solid and Adaptable

Good performance with moderate potential to advance

Questions – Leadership qualities specific

- Where are your strengths in relation to the behaviours and leadership qualities. What gaps have you identified?
- How well would you say you understand the vision and mission of Hastings? And how your service contributes to that?
- How do you view your role in driving the delivery agenda?
- How have you helped others understand the changes needed to ensure Hastings delivers the services for the future?
- How can you create a culture that champions high performance?
- How do you go about planning tasks and activities for yourself and others?
- How do you hold yourself, and others, to account over delivery?
- What innovative ideas or solutions have you seen, or identified yourself which you think will support service delivery?
- How comfortable are you dealing with complex information and ambiguity?
- How comfortable are you in instigating change
- What do you do when you encounter barriers and challenges? What support do you need to help you manage or overcome these?
- How well do you lead and motivate people?
- What steps have you taken to improve your performance?
- What improvements have you made?

Solid and Adaptable

Good performance with moderate potential to advance

Development considerations

- Make them feel valued for the good job they are doing
- Current role and development opportunities e.g. acting-up arrangements
- Enhance current performance
- Future career considerations
- Discuss future aspirations and ambition
- Consider developmental assignment
- Identify factors which motivate or de-motivate individual and affect performance

Speak to Hastings HR partners for ideas for development interventions

- Maintaining Continuing Professional Development (CPD)
- Coaching
- Developing others
- Work shadowing
- Broadening networks
- Personal Profile Analysis (PPA)
- Mentoring
- Projects
- Research

6

Needs Stretching

Potential and moderate ambition to do more, however needs support to reach performance potential in current role or wider

Definition

- Low performance but showing moderate potential over time
- Behaviours may not fully align to their current professional role
- Needs pushing and stretching – may be bored or under used
- Could be in the wrong job

Questions

- What do you see as being the key purpose of this role?
- What made you make the move to this role initially? How does it fit with your career path?
- What interests you about the role?
- What do you like/dislike about it?
- What are your key strengths and experience that you bring to the role?
- How can we make best use of your skills and experience to deliver what we need to in the team/service/department?
- What key achievements have you made (that we can celebrate, build on etc.)?
- Have there been any changes recently in the role or the context in which it is carried out? (If so, could explore this further, what's changed, why, how they've found it etc.).
- What is your understanding of the performance tasks associated with this role

Questions – Leadership qualities specific

- What would good performance look like to you? How clear are expectations of your role to you? What are your key performance objectives or indicators?
- How clear are the lines of responsibility?
- How do you go about planning tasks and activities for yourself and others (and explore how well aligned these are to achieving outcomes)?
- How do you hold yourself, and others, to account over delivery?
- What challenges do you face in delivering your best performance?
- What do you do when you encounter barriers and challenges? What support do you need to help you manage or overcome these?
- What innovative ideas or solutions have you seen, or identified yourself
- which you think will support service delivery?
- What support have you identified you need?
- What steps have you taken to improve your performance?
- What improvements have you made?
- Who has been helping and supporting you in role?
- Who else could you work with to support delivery, or achieving better outcomes? How?

6

Needs Stretching

Potential and moderate ambition to do more, however needs support to reach performance potential in current role or wider

Development considerations

- Understand what motivates them and check they feel valued
- Current role and factors that could motivate the individual more
- Assess their strengths and if they align to their current role
- Ambition discussion
- Understanding barriers
- Current performance and future improvements/alignment to role

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Achieves and Exceeds

High performance in own field with consistent results

Definition

- High performance in own field
- Reliable and consistent results, often bringing own flare to tasks given
- Role models professional behaviours
- Shows upward potential, but likely happy being expert in own field
- Skills which can be harnessed to support others
- What are the key strengths you bring to the role and your area?
- What motivates you?
- How keen are you to take on a role with greater responsibility in the organisation?
- What are your key strengths and experience that you bring to the role?

Questions

- What do you see as being the key purpose of this role (explore both task and behavioural expectations)?
- How does this role fit with your career path?
- What interests you about the role?
- What do you like/dislike about it?
- Is this role the right one for you?
- Do your personal values fit with the Hastings Values?
- What do you think it is really like to work with you? How might you get such feedback?
- What key achievements have you made (that we can applaud, build on etc.)?
- Have there been any changes recently in the role or the context in which it is carried out? (If so, could explore this further, what's changed, why, how they've found it etc.).

Achieves and Exceeds

High performance in own field with consistent results

Questions – Leadership qualities specific

- How well would you say you understand the vision and mission of Hastings? And how your service contributes to that?
 - How clear are you on how things are achieved in the department/ organisation – the behaviours that align us to our goals? Why are these important?
 - Where are your strengths in relation to the Behaviours or leadershipQualities? What gaps have you identified?
 - How do you work effectively with others?
 - What feedback have you received on your style of working with others?
 - What is it really like to work with you?
 - How do you view your role in driving the agenda? (Explore role as a leader of others, focus on people management and development alongside task and outcomes focus).
 - How do communicate with others (e.g. to understand their views, build support or convey key messages)?
 - How do you manage to achieve results through others?
- (Explore delegation, development of others, communication).
- How do you get the best from others?
 - What support have you identified you need?
 - What steps have you taken to improve your performance?
 - What improvements have you made?
 - Who has been helping and supporting you in this role?
 - How do you impart your knowledge/expertise/experience to others?
 - How clear are you on how things are achieved in the department/ organisation – the behaviours that align us to our goals? Why are these important?
 - Where are your strengths in relation to the behaviours/leadership qualities? What gaps have you identified?
 - How do you seek to balance the achievement of outcomes with working effectively with others?
 - How do you show consideration for the needs, feelings or opinions of others?
 - How do you build relationships with others?
 - How do communicate with others (e.g. to understand their views, build support or convey key messages)?

Achieves and Exceeds

High performance in own field with consistent results

Development considerations

- Reinforce their value to organisation – thank, praise and encourage them
- CPD in current role
- Stretch opportunities out of field to broaden experience in the Council
- Aspirations and exposure to wider networks and thinking
- Using these individuals to support other people's development

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Good Performer

Good performance in professional field and showing upward potential

Definition

- Good reliable
- Behaves in a way that is professional to their role
- Showing upward potential, but likely to be happy doing the good job they are doing
- Meets experience needed to do a good job

Questions

- What do you see as being the key purpose this role (explore both task and behavioural expectations)?
- How does this role fit with your career path?
- What interests you about the role?
- What do you like/dislike about it?
- Is this role the right one for you? Do your personal values fit with the Hastings Values?
- What motivates you?
- How keen are you to take on a role with greater responsibility in the organisation?
- What are your key strengths and experience that you bring to the role?
- What do you think it is really like to work with you? How might you get such feedback?
- What key achievements have you made (that we can applaud, build on etc.)?
- Have there been any changes recently in the role or the context in which it is carried out? (If so, could explore this further, what's changed, why, how they've found it etc.).
- What concerns do you have about the role?
- How clear are the expectations of your role to you?
- How clear are the lines of responsibility?

Questions – Leadership qualities specific

- How well would you say you understand the vision and mission of Hastings? And how your service contributes to that?
- How clear are you on how things are achieved in the department/ organisation – the behaviours that align us to our goals? Why are these important?
- Where are your strengths in relation to leadership
- Qualities? What gaps have you identified?
- How do you go about planning tasks and activities for yourself and others?
- How do you hold yourself, and others, to account over delivery?
- How do you work effectively with others?
- How do you communicate with others (e.g. to understand their views, build support or convey key messages)?
- How do you get the best from others?
- What challenges do you face in delivering your best performance?
- What do you do when you encounter barriers and challenges? What support do you need to help you manage or overcome these?
- What innovative ideas or solutions have you seen, or identified yourself
- which you think will support service delivery?
- What support have you identified you need?
- What steps have you taken to improve your performance?
- What improvements have you made?
- Who has been helping and supporting you in role?

Good Performer

Good performance in professional field and showing upward potential

Development considerations

- Thank these individuals for their reliable contribution to the organisation
- Current role development
- Improve strengths and motivation/ambition to go further
- Increase current performance in role
- Stretch projects to evidence ability

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Scope to Improve

Showing potential to be professional in field, but needs support to align performance and/or behaviours to role

Definition

- Has potential, but low level performance and or/behaviours that are required within the role
- Need support to bring out their potential
- Possibly lacks drive or motivation for role which needs exploring / may not feel valued
- Strengths and values may be misaligned with current role
- Some sparks of brilliance which need harnessing

Questions

- What do you see as being the key purpose of this role?
- What aspects of the role do you believe you do well in? What are your key strengths and experience that you bring to the role?
- What aspects do you find more difficult?
- What interests you about the role?
- What do you like/dislike about it?
- How can we make best use of your skills and experience to deliver what we need to in the team/service/department?
- What key achievements have you made (may be in previous roles, or this one - that we can applaud, build on etc.)?
- Have there been any changes recently in the role or the context in which it is carried out? (If so, could explore this further, what's changed, why, how they've found it etc.)
- What challenges do you encounter with being able to deliver what is needed?
- Who could support you to enhance your performance?

- Are there any knowledge gaps you would like to address?
- How well would you say you understand the vision and mission of Hastings? And how your service contributes to that?
- How clear are you on how things are achieved in the department/ organisation – the behaviours that align us to our goals?
- How do you feel about others that you work with? How could you work more effectively with them

For those established in role, but under-performing

It is important to explore, from their point of view, why this is the case. It may be that they lack clarity on the role requirements (particularly if these have changed recently), are struggling with some aspect of the role (behaviours or expertise), or it may be that they do not feel valued, are disillusioned, or are in the wrong role. There may be personal circumstances that are impacting on them at work

Scope to Improve

Showing potential to be professional in field, but needs support to align performance and/or behaviours to role

Development considerations

- Current role development to be able to perform professionally
- Support the employee in feeling valued
- Use appropriate performance/development improvement plan
- Understand aspirations, motivators and work importance
- Assess strengths and if they align to current role, or potentially elsewhere
- Remember that people's strengths shine when they get matched to a role they resonate with

Speak to Hastings HR partners for ideas for development interventions

- Above all - make them feel valued and supported to reach their potential
- Appropriate skills, knowledge and behaviour/attitude development in current role
- Interventions related to de-motivators or 'de-railers' (if there is evidence that these will result in improving performance)
- Action taken quickly for remedial and targeted development
- Projects (use as measure of competencies for next role as well as playing to strengths)

- Managing personal growth
- Further education
- Mentoring (as mentee)
- Secondments – internal
- Coaching 1:1
- Career counselling
- Clearly define the areas of poor performance, measured against criteria technical procedures, Leadership Framework etc.
- Develop agreed plan with individual with key actions and timescales for delivery
- Have monitoring process in place for delivery plan
- Manager to give regular feedback on performance
- Formalised performance management dependent upon time scale – the appropriate formal procedure should be applied
- Consider your own local development activity

