ONE-TO-ONE'S & PERFORMANCE MANAGEMENT

ONE-TO-ONE GUIDANCE

- Must meet regularly:
    - Managers upwards at least every 2 weeks
    - Junior staff at least monthly
    - Increase regularity where additional support required
- Should cover:
    - Progress of performance against allocated tasks / projects
    - Review of performance against Vital Stats
    - Provide support / guidance / coaching / assist prioritisation
    - Wellbeing
- Ensure meetings are scheduled in Outlook
- Take a note of actions agreed and email a copy to your report
- These meetings should always be positive and supportive
- Do not use these meetings to start a disciplinary / capability process

PERFORMANCE MANAGEMENT GUIDANCE

Where you have performance issues:
- Speak to HR to confirm the correct course of action (e.g. "cause for concern")
- You should be able to evidence from your 1:2:1 meetings poor performance – i.e. failing to carry out allocated tasks
- You should also be able to evidence from your 1:2:1s where you have provided support (e.g. additional training)
- If you are unable to provide any evidence you will not be in a position to start an informal or more formal process
- A performance review meeting must be arranged (with or without HR depending on their advice) – this must not be when you would normally have your 1:2:1
- You need to be able to evidence poor performance with examples
- It is recommend that you prepare a script in advance of your meeting to ensure that you do not miss anything important and that you have a list of the evidence (examples of incidents etc. & dates). This script can also form the basis of nay follow up correspondence.

For example:
Time keeping – you 1:2:1's should comment on lateness but seek to find out what the problem is and provide support where relevant. If this continues you should consider Performance Management

In your 1:2:1 you find yourself providing advice / support / assisting with prioritisation yet your report is continuing to fail to deliver on their allocated tasks. You should then consider Performance Management