
UNDERSTANDING, GROWING & DEVELOPING

Supporting Each Other

We recognise that we need
to continue to push boundaries,
challenge ourselves & be better

This guide covers:

The policies in this guide set out what you and we can expect from meetings and processes designed to support and solve challenges and issues.

If you have any questions about the contents of any of these policies, please speak to your manager or the People Team who will be able to support you and guide you in the right direction. Here's what's covered:

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Manager support; check-ins and feedback

Check-ins

We're committed to working towards personal and professional goals in order to chart how we improve over time. You'll be asked to fill in a weekly 'Check-in' to help your line manager track how you're doing in your day to day work. We also use 15Five to track longer objectives over time, so you can measure how you're getting on with your personal development goals.

Your manager will arrange fortnightly 1-2-1's with you to check-in face-to-face. This is a chance to go through anything you have raised in your 15Five, as well as any other conversations you'd like to have. We tend to find that fortnightly catch-ups are enough but if you feel like you'd benefit from more face-to-face support, just ask.

Quarterly reviews

We've replaced traditional annual appraisals with quarterly reviews. The most obvious benefit is to encourage more frequent discussion around performance (continuous feedback). The quarterly review cycles run inline with our financial year (starting 1 December). Both yourself and your manager will prepare a review ahead of a face-to-face meeting. During the meeting, you will reflect on successes over the past quarter, and areas for improvement and impact over the next quarter. Line managers have the opportunity to review pay and progression during each review.



Managing performance – getting back on track

Expertise comes through experience and learning from our mistakes. We support that. But, we just need to ensure that we don't repeat them and we continue to grow. To be better.

We understand that there may be times when you might need support to perform and deliver in the role that you're doing. Where that is the case we'll use this process to help you get back 'on-track.'

We see performance discussions as an opportunity to progress positively and we'd love you to embrace them as a chance to improve. We think it's important to be critical friends. The kind of person that you know you can rely on to tell it how it is and to always have your best interests at heart. As critical friends, we will help you to find the best route to your destination and support you along the way.

Sometimes, we might feel that a performance issue is so significant we can't talk to you about it informally and need to start performance improvement meetings.

Informal processes

'On-track'

Where we think that your performance has dropped below our expectations, we'll meet with you for an 'on-track' discussion. The discussion is designed to support you by explaining the concern that we have and helping you to resolve it and get back 'on track'.

We'll usually follow up this discussion with an email capturing what we've agreed to help you get back 'on-track'.

Immediate improvement

When our concerns are too significant for an 'on-track' discussion we'll invite you to an 'immediate improvement' meeting. In addition to the points raised with you in the 'on track' discussion, the meeting will also cover a review of what was discussed or agreed at any recent previous meeting that raised similar issues along with a discussion about any improvements that have been made and why the required progress hasn't been achieved. We'll also make clear to you the next step if you don't manage to resolve the concern within the timescale set.

We'll usually follow up this meeting with a letter to you confirming what we've agreed or discussed and any follow up action.

Thank you

If you want to chat through in more detail please give our People Team an [email](#).

Their door is always open for a cuppa and a chat.