



workwell

humanresources

Rhondda Cynon Taf Council, working with you, working together



Section 09:

Comprehensive List of Must Do's and Recommendations



STRONG HERITAGE | STRONG FUTURE
RHONDDA CYNON TAF
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Mandatory – Must Do's

Must Do Actions	Section
Recognise the importance of managing the performance of people within your team and accept responsibility for this	1
Develop your knowledge and understanding of the fundamental elements involved in effectively managing performance	1
Develop your knowledge of the key components of the Managing People and Their Performance toolkit	1
Develop your knowledge and understanding of using the Competency Framework effectively	1
Ensure all employees are aware of the Council's obligations under the Public Sector Equality Duties (for further information on this please contact the Equality and Diversity Team)	1
Share your knowledge of the points above	1
Hold regular 1-2-1 meetings with the individuals you manage to discuss performance, progress against objectives, general work issues etc. Use the Notes form 1-2-1 Meetings form to plan, and keep records from these meetings	2,3,5
Hold regular team meetings to discuss performance, communicate progress, communicate change etc	2,3,5
Produce agendas for and minutes from team meetings	2,3
Monitor your team to ensure that individuals are using Action Plans as a live document and complementing this with the Notes of 1-2-1 Meetings Form, for example, following 1-2-1s / formal reviews / completion of development etc	2,3,4
Pass the ownership of updating Action Plans to the individual but monitor to ensure this is being carried out	2,4,6
Regularly review and update the objectives of those you manage through regular 1-2-1s	2,4,8
Undertake an annual formal review of performance with the individuals and/or teams that you manage using the toolkit as a guide	2,3,6
Keep your own record of outcomes from 1-2-1 meetings (See 1-2-1 Meeting template)	3,5
Use and promote the use of Action Plans as a means of continuously managing performance / assessing, monitoring and recording progress against targets	4
Set individuals and teams targets and objectives that are SMART	4
Ensure Action Plans are agreed by you as Manager and the individual employee	4,6
Discuss and identify the development needs of those you manage and set up development plans that address the development needs that impact upon the delivery of objectives	4,5,6
Action Plans (past and present) to be made available as evidence that regular reviews and 1-2-1s are being held (as and when required for internal audit purposes)	4,6,8
Recognise that effective communication is a key management tool	5
Make conversations timely	5
Prepare for performance meetings	5
Address issues as they arise in 1-2-1 meetings – do not avoid having difficult conversations	5,7

Must Do Actions	Section
Be honest and use factual information to illustrate points	5
Give the individual the opportunity to talk / respond and ensure you actively listen to what they have to say	5
Formal Performance Review to incorporate, at the very minimum, progress against 2 objectives (max 5), and scoring against competencies from the individuals' job family (number and area to be determined by the Manager)	6
Use information gathered from regular 1-2-1s to evidence discussions / score against competencies	6
Ensure that you and the individual are part of the review at the very least (option for peer / team member review (180/360) if brings added value to the review)	6
Ensure feedback meetings are held in an appropriate environment (private / minimal interruptions) and assign appropriate amount of time	6
Ensure that a working Action Plan is an outcome of the review	6
Develop an understanding of how Managing People and Their Performance plays a fundamental role in other areas, for example, Workforce Planning	7
Use induction and probation periods effectively to establish expectations of performance and set up initial Action Plans	7
Familiarise yourself with the policies / processes / procedures that are referred to within this Section – Capability, Workforce Planning etc	7
Continually assess and evaluate your people performance management approach to ensure it remains effective	8
Assess and evaluate how Managing People and Their Performance works for you – tools, processes etc	8
Encourage feedback from those whom you manage about how they are managed	8
Ensure evidence of Managing People and Their Performance is available for internal audit purposes – Action Plans / notes from 1-2-1s / Team Meeting Agenda & Minutes / Annual Performance Review statistics / Outcomes	8

Recommended Good Management Practice

Recommended Actions	Section
Develop your awareness of all policies and procedures that can assist with managing the performance of your team	1
Use the Managing People and Their Performance Toolkit as a guide to assist you in managing performance effectively	1
Communicate Council priorities, team targets and priorities to your team / individuals within your team	2
Promote Managing People and Their Performance and the benefits of managing performance to your team / colleagues	2
Consider the 5 Ps when setting up meetings	3
If appropriate, give the individual responsibility to set up regular 1-2-1 meetings (monitor to ensure taking place)	3
Use different types of learning to address relevant development needs (for advice and guidance speak to Human Resources)	4
Think carefully about the timing of meetings and where they are held	5
Try to keep the message simple	5
Where possible and appropriate include a 3rd party in the formal review (if adds value for the individual) (180/360 degree reviews)	6
Try to ensure the competency areas and statements chosen for the review are those that are required to meet the identified and agreed objectives	6
Think about choosing competencies across the team looking at what behaviours, skills and knowledge is required to take the team forward / develop into the future	6
Think about Workforce Planning and the impact managing people and performance has on the future development of your workforce / Service area (identifying skill gaps / managing talent / succession planning / critical posts)	6/7
Encourage team reflection and create a method of enabling / encouraging suggestions / areas for improvement	8
Check quality of reviews, action plans etc –they fit for purpose / relevant	8
For further advice, guidance or information please contact Human Resources	1,2,3,4,5,6,7,8