



# Growth & Goals Conversations

Procedure, resources and tools



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## Procedure for Growth and Goals Conversations

### 1) Why have regular 2-way conversations?

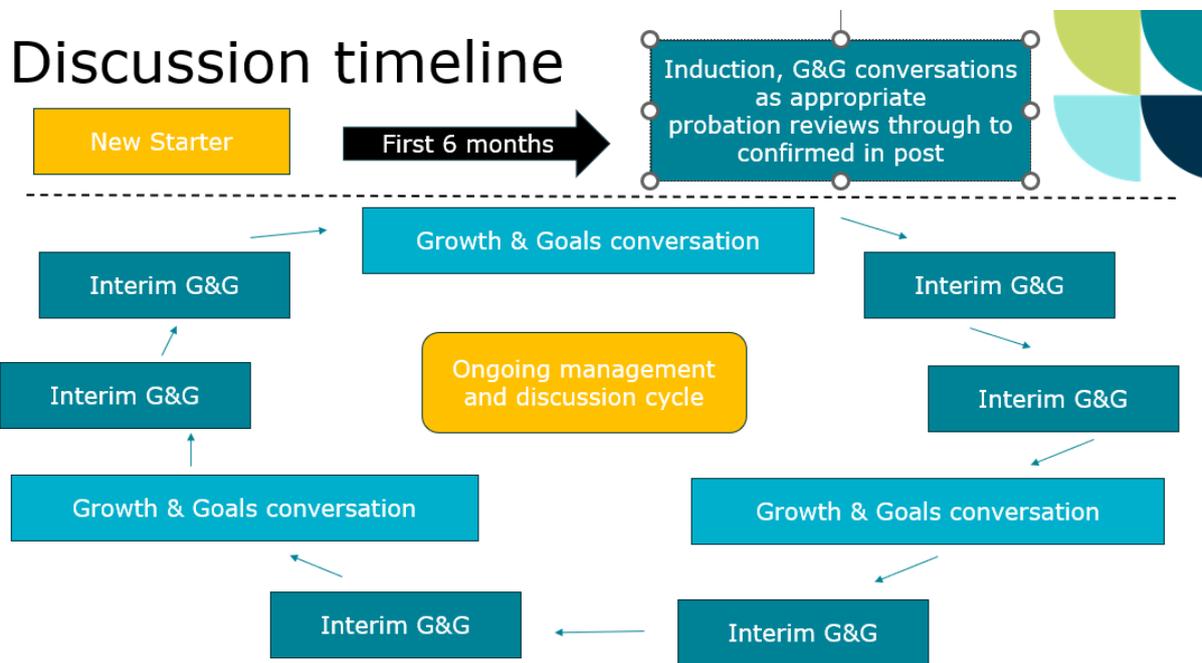
- Allows timely two-way discussions and pro-active course correction, recognition of achievements in the moment
- Makes feedback a normal part of work, focussing on what's important right now
- Reduces anxiety and wasted effort, increases impact/efficiency
- Employees feel engaged, valued and supported at the time it is needed focussing on what really matters for growth and success
- Employees feel empowered to find their own solutions
- Managers better understand the needs and diverse strengths of their team
- Enables valuable discussion on development needs and skills gaps so that these can be addressed appropriately
- Ensures agreed alignment to dynamic changing goals/metrics
- Managers and employees feel equipped and prepared for discussions with the right tools and support to have positive and motivating conversations
- Ensures we have a format that should be easier to merge following LGR

### 2) Frequency and detail of conversations

Conversations should happen as regularly as needed, at least three times a year, but will commonly take place at least every couple of months. Some conversations will be more in-depth than others; that's ok, it's important the conversation is two-way and meaningful for that point in time.

Growth & Goals conversations replace the requirement for an annual review or 1:1's. For most staff, the manager and employee will agree reoccurring frequent conversations (at least three per annum), and these will be scheduled by the manager via Outlook reoccurring meetings (Appendix A contains details of how to do this if you are unsure). It may be appropriate for the manager or employee to request an ad hoc meeting on any matter. For our Waste Operational teams, all employees will have at least one Growth & Goals discussion a year, more if required. In Waste, the individual meetings will be supplemented by regular toolbox talks and team catch ups.

An example of how this will work is shown in this diagram:



### 3) Preparing for the conversation

Please schedule meetings with enough time for both parties to prepare. Guidance on scheduling reoccurring meetings is given in the tools at the end of this document.

All managers are required to attend mandatory training that ensures they are prepared to support a meaningful conversation on whatever is addressed.

The Form is divided into four main categories, and the following points are provided to provoke conversation. They may or may not be suitable for each conversation that takes place. The topics and points are detailed below to help each party prepare – please remember these are just prompts, and there’s space at the end to detail any further discussion areas. Easy to use short toolkits to assist with these conversations are provided in appendix A. Links to useful resources and the toolkits is also given throughout the online Form.

#### Health Wellbeing and Personal Resilience

- How are you doing, with work and personally, if you are comfortable sharing?
- Is there anything we can discuss and agree to support you?

- Is there anything we can do to make this a more supportive environment for you?
- Are you aware of the wellbeing resources and support available to you?
- Do you feel you have a good balance between work and personal life?
- Are there any things we could reasonably adjust to help you to be well at work, and to improve the balance?

### **Performance and Results**

- What are you most proud of during this review period?
- How have you contributed positively to personal and team goals?
- Can you give examples of these?
- How do these help meet the aims of the corporate plan?
- What challenges did you face and how did you overcome them?
- What would you do differently?
- What skills have you developed or improved?
- Are there any issues or concerns with performance to discuss and support with?
- What goals have we agreed for the coming months?
- Detail the goals, along with any timescales and how you'll know they've been achieved

### **Behaviour Commitments**

Positive, Open & Honest, Adaptable, Work Together Take Pride, Respectful

- How have these been demonstrated?
- Are there any issues or concerns with Behaviours, and how could they be enhanced?

### **Growth and Development**

- What skills have you developed or improved since our last discussion?
- How are you using these?
- What are your short- and long-term career goals?
- What training or development opportunities would help you grow? This may include new responsibilities, joining groups or projects, staying current in professional field, as well as training opportunities.

#### **4) Recording the conversation**

A Growth and Goals form has been created in Microsoft Forms for recording the conversations. The form can be accessed in this link [Growth & Goals conversation](#).

A separate form should be used for each conversation. There will be a new version of the form each calendar year – this helps with Microsoft capacity for forms and lists.

The form is simply a simple supporting document to provoke thought and facilitate meaningful conversations rather than a form filling exercise. The Growth & Goals form should be completed for all staff other than Waste teams – a word version of the form is available within this procedure for these staff; these colleagues should still be informed of the meeting with time so they can prepare.

After completing the form, Manager and Employee will receive a copy, which should be saved by clicking on the '3 dots' at the top right of the document (as highlighted below), selecting 'Print', then select 'save as PDF' and then downloading/saving to the employee SharePoint file with the month and year of the conversation. The word versions should be scanned and saved to the employee SharePoint file, and a paper copy will be given to the employee.



Each time a form is completed, certain details are then available in a Microsoft List for monitoring purposes, these are Employee Name, Date of Meeting, and any training/development detailed, this is available to the HR Team. Where it is found that regular discussions are not taking place, HR will discuss this with managers as appropriate – the aim will be to support conversations and subsequent form completion.

#### **4) Privacy and GDPR**

Employee and manager will receive a copy of completed forms. Forms will be saved by managers on individual employee SharePoint folders to refer to. Access to employee SharePoint files has been securely set up with appropriate access only. The List created from completed forms is available to the HR team for appropriate monitoring and actions.

#### **5) Questions or queries**

We're confident most matters are answered in the toolkits and links, however if you require further support please contact [hradvisory@nfdc.gov.uk](mailto:hradvisory@nfdc.gov.uk)

## 6) Review of procedure/form

This is a significant change of process and form, and therefore it is likely that within the same framework, once live and as a result of feedback, the process will evolve to ensure it is fit for purpose.

### Paper form

<b>Growth &amp; Goals Conversation</b>					
<p>This is intended as a supporting document to provoke thought and facilitate meaningful conversations, not intended to be a form filling exercise. In our Waste service this paper form is used, and there will be at least one documented conversation each year with all sections completed, supplemented with regular toolbox talks and further conversations where appropriate. With any further conversations, it may be that some bullet points aren't relevant to each meeting. If an area isn't relevant to the specific discussion, not applicable can be added.</p>					
<b>Employee</b>		<b>Manager</b>		<b>Date</b>	
<b>Health Wellbeing and Personal Resilience</b>	<p><b><i>Please use these questions as a prompt, you may feel all, some or none are relevant to the particular conversation:</i></b></p> <ul style="list-style-type: none"> <li>• How are you doing, with work and personally, if you are comfortable sharing?</li> <li>• Is there anything we can discuss and agree to support you?</li> <li>• Is there anything we can do to make this a more supportive environment for you?</li> <li>• Are you aware of the wellbeing resources and support available to you?</li> <li>• Do you feel you have a good balance between work and personal life?</li> <li>• Are there any things we could reasonably adjust to help you to be well at work, and to improve the balance?</li> <li>• Are there any impacts of LGR at this point that relate to your health, wellbeing &amp; personal resilience?</li> </ul>				

<p><b>Performance &amp; Results – reflecting back</b></p>	<p><b><i>Please use these questions as a prompt, you may feel all, some or none are relevant to the particular conversation:</i></b></p> <p>Questions that may assist include:</p> <ul style="list-style-type: none"> <li>• What are you most proud of during this review period?</li> <li>• How have you contributed positively to personal and team goals?</li> <li>• Can you give examples of these?</li> <li>• How do these help meet the aims of the corporate plan?</li> <li>• What challenges did you face and how did you overcome them?</li> <li>• What would you do differently?</li> <li>• What skills have you developed or improved?</li> <li>• Are there any issues or concerns with performance to discuss and support with?</li> </ul>
<p><b>Performance &amp; Results – Future goals</b></p>	<p><b><i>Please use these questions as a prompt, you may feel all, some or none are relevant to the particular conversation:</i></b></p> <p>Questions that may assist include:</p> <ul style="list-style-type: none"> <li>• What goals have we agreed for the coming months?</li> <li>• Detail the goals, along with any timescales and how you'll know they've been achieved</li> <li>• Are there any impacts of LGR at this point that relate to future goals?</li> </ul> <p>Remember to make them SMART - add proposed completion date and any supporting information as required to refer back to at the next meeting</p>



	<p>Please detail any growth or development areas that cannot be met within the team/service that require corporate consideration – please email these to <a href="mailto:learning@nfdc.gov.uk">learning@nfdc.gov.uk</a></p>
<p><b>Any further discussion points</b></p>	
<p><b>Links to aid your discussion (toolkit available within the G&amp;G Procedure)</b></p>	<p><b>Wellbeing</b></p> <p><b>Behaviour commitments</b></p>

## Appendix A – Growth & Goals Resources & Toolkits

(Example provided related to 'behaviours') The toolkits will cover the themes of:

- Health Wellbeing and Personal Resilience

### **Wellbeing**

- Performance & Results
- Behaviour Commitments

### **Employee behaviours toolkit**

### **Manager behaviours toolkit**

- Growth & Development
- Scheduling reoccurring meetings in Outlook:

1. **Open Outlook Calendar.**
2. **Click "New Meeting" or "New Event".**
3. *Add meeting details: title, attendees, location, and description.*
4. **Click "Recurrence" or "Repeat".**
5. *Choose the recurrence pattern (daily, weekly, monthly, etc.).*
6. *Set start and end times, and recurrence range.*
7. **Click "Save & Close" or "Send" to schedule**