Coaching for
Performance

TOOLKIT

DECEMBER 2020

CONTENTS

C4P OVERVIEW

- Coaching for Performance (C4P) is our organisational appraisal process. The aim is for managers and staff to review performance and for managers to provide support to help employees deliver the right outcomes and perform to their best.

- It is an opportunity for both parties to talk about what is going well and what could be going better.

- The process expects managers and employees agree short term goals – for the next 3 months at a time; so people are clear about their immediate work priorities and understand what needs to be delivered and the reasons why.

- The process encourages regular conversations to discuss how things are going and address any challenges or concerns. These aren't all formal meetings - sometimes a short 'check-in' will do just as well.

- Employees and managers can hold these as often as they feel necessary and employees can drive these conversations just as much as managers. They should also include conversations about personal and career development.

- Twice a year (mid year (Sept) and end of Quarter 4), as part of the quarterly reviews, there must be an individual performance assessment and rating conversation which will need to be recorded on SAP.

START WITH THE ROLE REQUIREMENTS

Think about the role and what is expected from both sides

Manger considerations include

- Is the employee new in role and are there induction and probationary arrangements to put in place? What support does the employee need?

- Are there any new service challenges, departmental pressures or new ways of doing things that role holders are expected to meet (including experienced staff)?

- Are there any individual concerns? If so, how are you supporting your member of staff? Is it a health and wellbeing, learning and development or performance management issue?

Employee considerations include

- If you are new to the role do you have everything you need?

- Even if experienced, do you have any development needs or new things to learn in relation to the job?

- Do you have any specific issues or concerns about your role or how work is going, that need to be shared with your manager?

- Are you clear about what behaviours are required in order for you to be successful in your role?

- Do you have the support you need to help you perform your role successfully?

THE PERFORMANCE TRIANGLE

This framework can help set the context for the coaching for performance and goal setting conversation.

When setting priorities and goals it is useful to think about the full range of role requirements, circumstances and expectations of the role holder in terms of:

- The organisational, departmental or team context and the personal circumstances of the employee

- The requirements of the role and what is expected of the role holder as part of their job

- Individual performance against work objectives and goals

- How the role holder demonstrates organisational values and behaviours
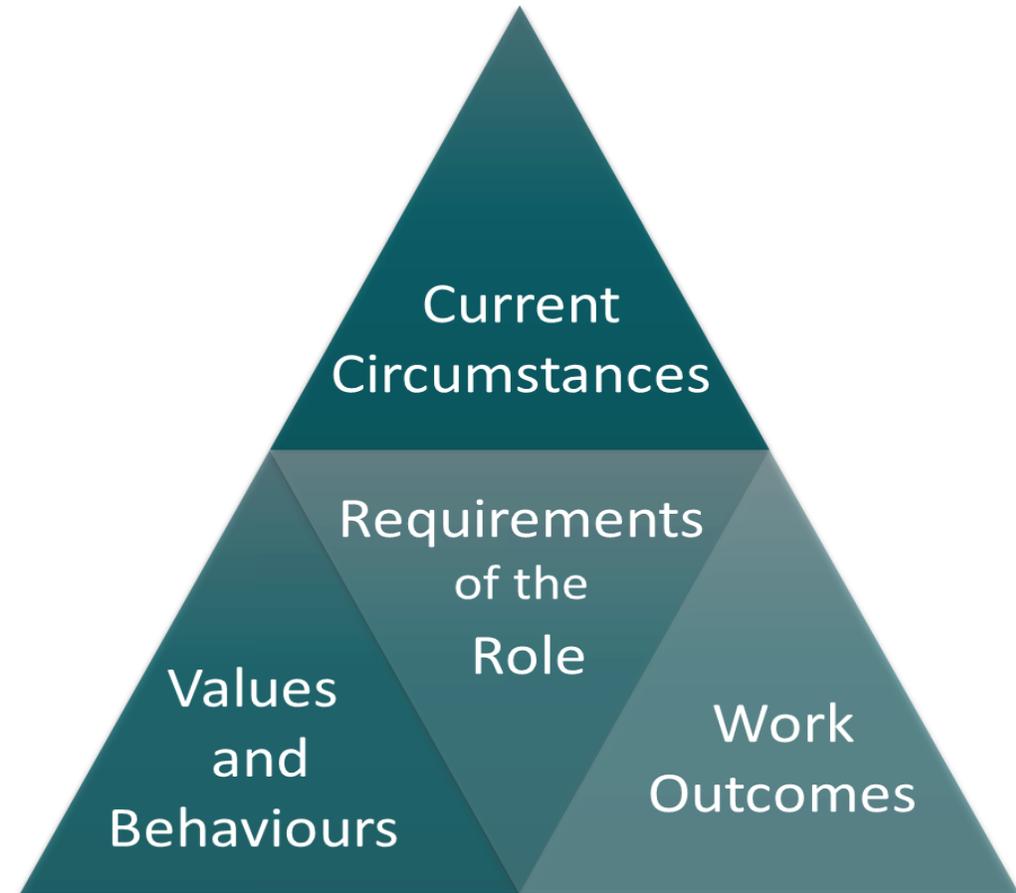
BUCKINGHAMSHIRE COUNCIL EMPLOYEE VALUES – FROM OUR CORPORATE PLAN

Our people

Everything we want to achieve for Buckinghamshire depends on having the right people in place.

We need to retain, recruit and develop talented and committed staff to provide the best services for our local residents and businesses. By making the most of people's skills and experience, we can take full advantage of the opportunities created by the new council. Everyone needs to be performing at their best to take the organisation on the next stage of its journey.

To support this, Buckinghamshire Council has developed a set of values in consultation with our staff. These values underpin how we work and show our commitment – our PACT – to do our very best for our residents, service users and businesses. They are at the heart of everything we do.

Similarly, where services are provided through partners or external organisations, we will work with them to make sure these values are carried through in delivering services on our behalf.

Our organisational culture will continue to develop as we carry on improving our services and ways of working as the new Buckinghamshire Council.
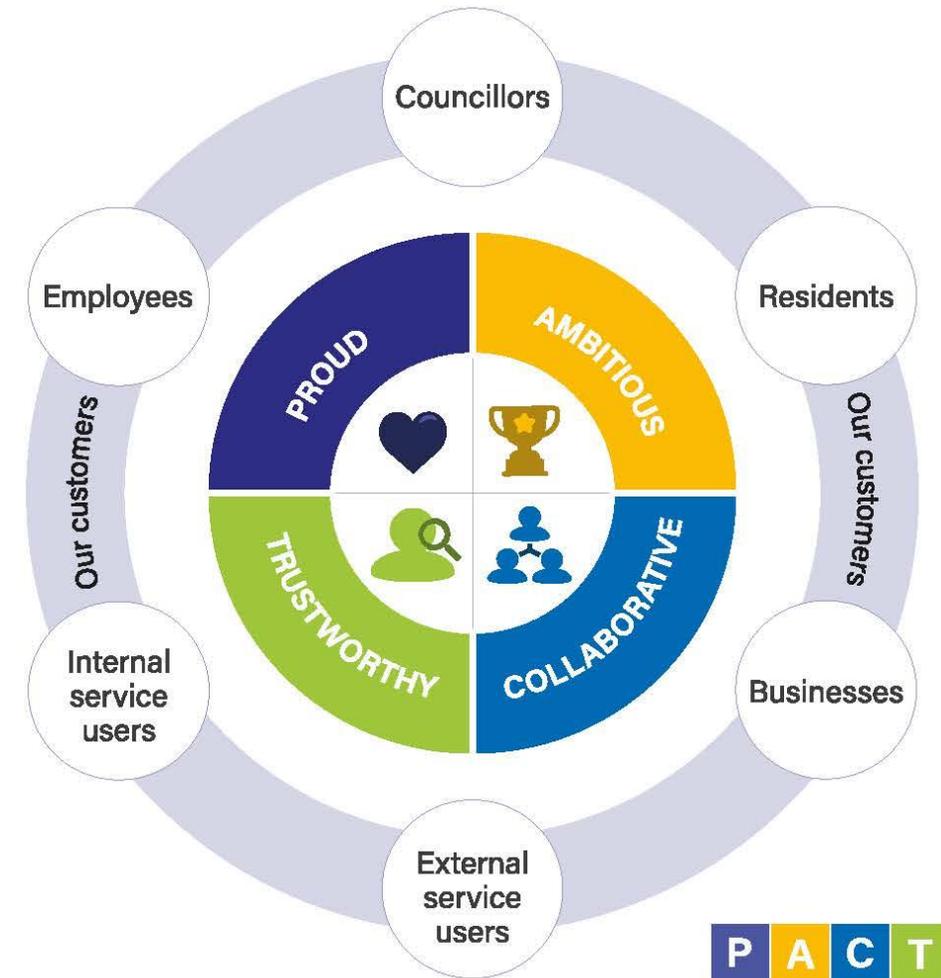
EMPLOYEE VALUES AND BEHAVIOURS

Our values PACT helps to define positive customer focused behaviours to support our service delivery and work standards.

Values	Workplace behaviours
PROUD	• Shows care for work and sets high standards. • Performs to their best every day. • Cares about customers and their needs. • Upholds the reputation of the council and their department. • Proud of the role they play to deliver better outcomes for people in Buckinghamshire.
AMBITIOUS	• Ambitious to learn, develop and fulfil potential at work. • Keen to try out new ideas to make a positive difference for service users. • Looks for solutions rather than dwelling on the problem. • Creative and curious about doing things better. • Takes action with reference to others.
COLLABORATIVE	• Happy to lend a hand and get involved if they can help. • Shares ideas; asks questions and shows interest in the work other people do. • Makes an effort to understand the bigger picture - to see how systems and processes join up. • Looks at things from different perspectives (the customer perspective, the viewpoint of another colleague, team or agency).
TRUSTWORTHY	• Can be trusted to do what they say they will do and accepts responsibility. • Accountable for actions. • Quick to respond and show initiative. • Will speak up when things aren't right. • Behaves professionally and to professional standards. • Follows code of conduct and takes compliance and corporate standards seriously.

MANDATORY ROLE REQUIREMENTS

All staff must complete mandatory train

- The following 6 modules must be completed by all employees and repeated according to the specified cycles.
    - Data Protection Essentials   (Annual)
    - Information Security   (Annual)
    - Introduction to Health and Safety   (every 3 years)
    - Safeguarding and Child Protection (every 3 years)
    - Prevent Training   (every 3 years)
    - Equality and Diversity Essentials   (every 3 years)

- *In addition certain workers will need to complete mandatory professional or systems training. Details of this will be made clear by your line manager and will also be part of your review.*

Management requirements - part of Manager Essentials

- Ensure coaching for performance and personal development is in place for all staff
- Complete the performance appraisals in September and March and upload to SAP within deadlines
- Effectively induct and on-board new recruits
- Comply with HR processes and procedures
- Meet budget responsibilities
- Meet contract management responsibilities where appropriate

HOW OFTEN TO MEET OR CATCH UP

How often you meet up to talk about performance is largely up to you and your manager.

Use the templates and prompts in this toolkit to support you.

Regular 'check-ins' or catch ups on work related topics are a good idea. These may only be for half an hour or so, and can generally take place in an open office or break out space. They should be seen as ongoing conversations and support about how work is going.

Meetings can also be initiated by employee or manager **at any time**. Sometimes plans change or setbacks arise… so if there is something that needs to be discussed - ask for a catch up; it's much better to do this at the time rather than wait.

Every quarter there should be a more formal coaching review of how things are going. This will support ongoing coaching conversations but will also be the opportunity to review the last round of 3 monthly goals and set the next set of short term goals.

Twice a year in **September** and in Q4 **(Jan – March),** as part of the quarterly review meeting, there must be an appraising performance conversation. A record of these conversations should be attached, and the rating recorded on the individual's SAP record.

QUARTERLY REVIEW

REVIEWING PERFORMANCE (STEP ONE)

Assuming the employee is established in role and conversations have been already been taking place; the first step will be to review existing performance and talk about what is currently happening in role

Reviewing performance conversation

- What have you been doing and how has it been going?
- What went well? What would have been even better if...?
- What have you delivered?
- Was this what we agreed (standards/timeframes?)
- If not, what are the reasons?
- How have you demonstrated the workplace behaviours tied into our customer values PACT?
- Any issues or concerns you want to raise, (including health and wellbeing)? Any further support required?

QUARTERLY REVIEW TEMPLATE

This is a optional template that can be uploaded onto SAP if you wish

Review conversation	
Key things delivered in last 3 months	• What went well • Even better if… • Values and Behaviours
1 2 3 4	

QUARTERLY REVIEW

GOAL SETTING (STEP TWO)

The second step in the coaching conversation (or the first step for a new member of staff); is to establish direction and agree the next round of short term goals. See **Probation Guidance** for setting probationary goals.

Although there will be longer term organisational plans, we want to keep attention focused on short, realistic goals and timelines that remain relevant and help ensure that deliverables are achieved. For this reason keep the number down to 3 or 4 key things. These will be going on alongside business as usual in the role.

We recognise that some goals will not shift greatly from one quarter to the next. If specific demands in your role haven't changed much, you can still use these meetings to catch up, get feedback and talk about any support you need.

Goal setting conversation

- Where are we now; and what do you need to deliver in the next 3 months?

- What are the organisational priorities attached to your role?

- What values and behaviours are we looking for? (reference to our values PACT)

- What do I need to do to support you as a manager?

GOAL SETTING TEMPLATE

This is a optional template that can be uploaded onto SAP if you wish

Goal setting	
Key goals for the next quarter	Coaching and support available
1 2 3 4	1

APPRAISING PERFORMANCE

Mid year
& Quarter 4

Twice a year, as part of the quarterly review meeting, you must have an appraisal conversation to review and rate performance. This will happen in the September and as part of the end of year reviews in March/Q4.

Specific dates will be announced for when end of year reviews need to be completed.

You will need to

- recap on what has happened over the year to date and as part of quarterly reviews

- review and rate values and behaviours

- check performance against mandatory requirements

- give a performance rating taking the above into account

- confirm and reset goals for the next quarter

- manage expectations about end of year rating

- use the discussion to talk about development planning

The Performance Rating Scale

Most people will be doing a
good job and will get achieves

Achieves

Needs
Development

Exceeds

Unsatisfactory

Outstanding

Outcomes/
behaviours fall
completely short of
the standards,
goals or
expectations

On probation/new
to the role
(Developing in role)
or is falling short
against some
expectations /
behaviours/job role

**Broadly achieves goals,
meets behaviours and
fully delivers the
requirements of the role**

Often exceed goals,
standards, and
expectations.
Behaviours &
performance is
recognised by others as
someone who will go
above and beyond

Consistently far
exceeds standards or
expectations .
Immediately and
widely recognised as
organisational
exemplar for
delivering outcomes
and role modelling
behaviours

Considerations in reaching a performance rating

Needs Development ← **Achieves** → **Exceeds**

Achieves
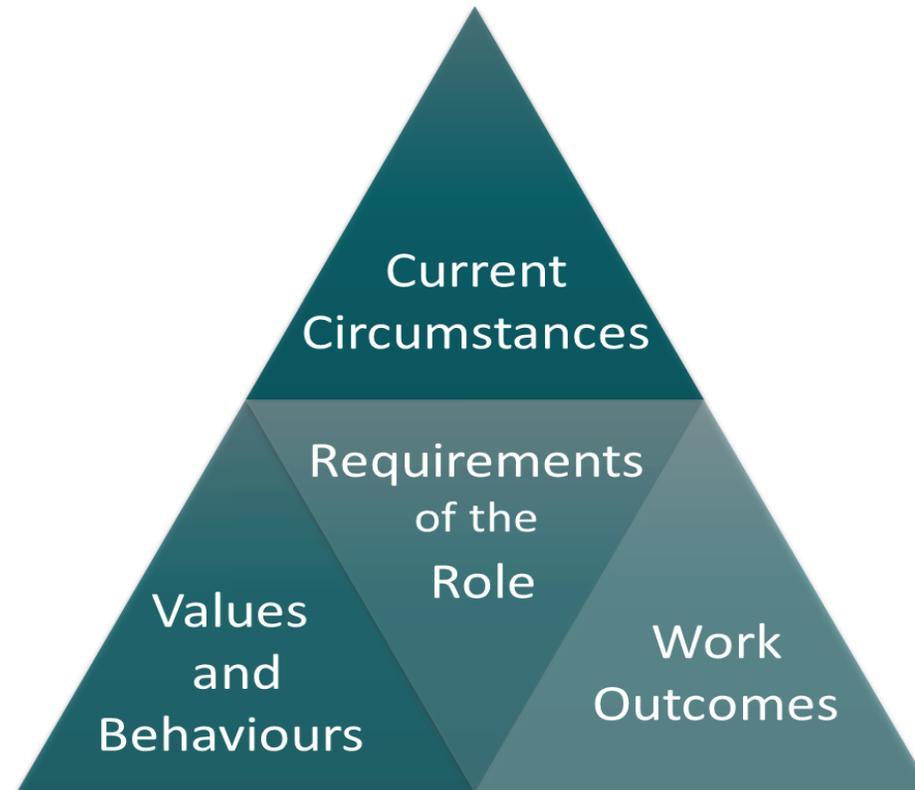Done everything that was expected

Developing in role
- New to role
- Still learning job

Or

Needs development
- Behind on goals
- Underperforming
- Falling short of minimum standards
- Demonstrating poor behaviours
- Not upholding the council's values

Current Circumstances

Requirements of the Role

Values and Behaviours

Work Outcomes

- Done something exceptional in addition to performing the full role requirements (might be about behaviours or work outcomes)
- Delivered against the odds and/or in extremely challenging circumstances
- Delivered or made a transformational impact that has been widely recognised by others beyond just the immediate team
- Recognised as a ground breaking or exceptional role model

PERFORMANCE REVIEW TEMPLATE

This form should be completed and uploaded onto SAP in September and at the end of the appraisal year (Q4); as a formal record of the performance conversation

Appraising Performance Template

Coaching for Performance

Performance review guide	Manager Comments	Rating
What goals have been achieved in the year to date? • Has this person reached the required standard and met timescales? • Are these the things that would be normally expected of this role holder or has anything has been exceptional? • Is there anything in the wider role that has not been delivered or completed? If so, why?		
How do you work in a way that matches our PACT values? (Proud, Ambitious, Collaborative and Trustworthy)		
Overall summary of performance Include any comments on learning and development needs or plans and future aspirations		

Performance rating scale/key

Unsatisfactory (US)	Needs development (ND)	Achieves (A)	Exceeds (EX)	Outstanding (OS)

PERSONAL DEVELOPMENT PLANNING

Coaching for performance is also about self development and career development.

Employee and manager considerations

- What development needs have been identified from your performance review ?

- How can you build on your strengths and develop weaker areas?

- How can your manager help you?

- What development have you undertaken recently and how has it helped?

- What learning resources and opportunities can you add to your development plan (on line learning, new work projects, peer support or mentoring)

- How can you build in workplace or community activities to give you the opportunity to practice skills and learning?

- Have you considered formal learning such as an apprenticeship programme?

- Would you benefit from a coach?

- What goals do you have for your career? How could your manager, or someone else help you?

- Do you have a plan for how to progress your career, and what opportunities interest you?

Personal Development Plan

A good plan will clarify development outcomes and specify actions and timescales for learning.

For most individuals this will involve a broad range of learning strategies including formal training, on the job learning (work shadowing, coaching, project work) and informal learning through interaction with peers.

Use this simple table to record your training needs and development plans

Learning goal	Actions required	Support & resources	Success measures	Target date
Eg *Keep up to date with Mandatory Training*	*Complete on line learning modules within the certification timescales*	*Know how to access the Learning hub and review your record/ view the deadlines*	*My record will show certificated are up to date*	*Check my record before quarterly reviews*
improve my coaching skills	*Review coaching training options on learning hub* *Actively approach requests for help with a coaching mind-set*	*Practise the grow model in my coaching practise* *Ask for feedback from my coachees* *Experience coaching as a coachee (ask for coaching)*	*I get good feedback from my coachees and other observational feedback from my manager /peers* *I feel more confident in my coaching practise*	*Discuss learning points from coaching training with buddy or manager before starting coaching practise and /or Next quarterly review C4P meeting*

WHAT TO RECORD

Quarterly Review and Goal Setting – local record

- We **recommend** that a quarterly record of the Coaching for Performance conversation is maintained and held locally to reflect the Review and Goal Setting conversations. How much to record and in what format is largely down to the manager and employee, and will vary depending on individual circumstances. (An optional template is shown in this toolkit).

- If desired the Coaching for Performance records can be uploaded onto SAP as an attachment.

Appraising Performance – must be on SAP

- Twice a year, in March and September as part of the quarterly review, the performance review ratings must be uploaded onto SAP and a record of the appraisal performance conversation should also be attached or inserted on SAP.

  The September rating is the mid year or indicative rating and the Q4/March rating is the end of year or provisional Rating. Where employees are on performance related increment or pay reward arrangements, the final end of year rating will be used for pay purposes.

- Employees may appeal their end of year rating . They can make an informal appeal to the grandparent manager when the rating is awarded and if necessary proceed to a formal appeal with an independent service director thereafter.

Personal Development Plan – local record

- Your personal development plan should be held locally and should be reviewed as part of your C4P conversations or with you coach if you have one

TIMELINE AND SAP ACTIONS

Q1 — April - June — Quarterly Review and Goal Setting held locally

Q2 — July - Sept — Quarterly Review and Goal Setting & Appraising Mid- Year Performance and Rating **Upload to SAP by end of September** — Informal moderation and checking

Q3 — October - Dec — Quarterly Review and Goal Setting held locally

Q4 — Jan – Mar — Quarterly Review and Goal Setting & Appraising End of Year Performance and Rating **Upload to SAP by end of March** — Formal moderation and checking to sign off final ratings April — Annual Pay Review (aligned to Terms and Conditions set)