This toolkit captures the role of staff in making the performance management process work to deliver better and sustainable outcomes for the benefit of the parliamentary service and the Parliament as whole.

## How will my objectives be agreed?

Your manager will set standards and expectations through measurable objectives. They detail the priorities both now and, in the future and will be agreed with you. As all offices work differently, the number of objectives set will reflect the activities captured in the office plan. To ensure your workload is manageable, workload activities will be under review throughout the year. Questions your manager will be considering when setting objectives may include:



## How will my goals be agreed?

Goals support you to focus your efforts on the way you deliver your objectives in line with our values. They also consider your wellbeing and work-life balance needs by capturing what’s going well and by identifying any issues that need to be addressed. By setting and completing effective performance goals, we’re better able to:

* Support and understand our [strategic vision, aims, priorities](https://www.parliament.scot/CorporateBulletinandChiefExecutivesMessages/SP_Strategic_Plan_19_20_.pdf) and [values](https://68e964d4-3a85-4c03-89f7-d6c59f31a423.filesusr.com/ugd/575088_bd04bcaf99db4123a5df3250c35301a6.pdf)
* Develop job knowledge and skills that help us thrive in our work, take on additional responsibilities, or pursue career aspirations
* Collaborate with colleagues with greater transparency and mutual understanding
* Plan and implement successful projects and initiatives
* Remain resilient when barriers arise and learn from these.

The following list of questions will help you and your manager to discuss the goals being considered:

* How does it link to the values? And how will it improve your performance and results?
* What are the reasons for pursing this goal now and why do these reasons matter?
* What benefits are expected from achieving this goal and what are the potential consequences of not doing so?
* How will success be determined? And how will others know what has been accomplished?
* What possible barriers could arise while pursuing this goal? What can be done now to prevent these barriers or address them if and when they arise?
* What’s the impact on your wellbeing and work life balance?

## How do I keep my objectives and goals on track?

We all support the successful outcome of the Delivery Plan through our efforts to deliver ‘Run the Parliament’ and ‘Improve the Parliament’ objectives in line with our values. Our [quarterly reporting mechanism](https://www.parliament.scot/abouttheparliament/15027.aspx) helps to track of our performance against our aims and priorities. Some teams use a red, amber, green status (RAG) framework to measure their efforts and to keep their performance on track:

|  |  |
| --- | --- |
| **RED** | There are significant issues impacting the achievement of the objectives and goals. To achieve delivery changes must be made to timing, budget, staffing levels, capability levels and/or scope of work.  |
| **AMBER** | There are issues or risks which must be addressed. However, successful delivery is achievable without major impacts to target dates, budget, other members of the team and/or scope.  |
| **GREEN** | Work is meeting agreed standards or is proceeding to plan. All known risks are being managed.  |

Others use Service Level Agreements (SLAs) or Key Performance Indicators (KPIs). Your [office plan](http://planrep/SitePages/Office%20Planning%20Portal.aspx) will determine the appropriate mechanism. Whatever the case, your manager is responsible for setting and monitoring the standards of performance and providing feedback about progress.

Remember, performance success is both about what you do (applying your technical knowledge, skills, and ability) and how you do it (the consistent values and behaviours you demonstrate and choose to use) while interacting with others at work. This [framework](https://68e964d4-3a85-4c03-89f7-d6c59f31a423.filesusr.com/ugd/575088_f60b9c6f547a4510a1c62cc546e8e167.pdf) provides and important checkpoint for you and your manager to reflect upon, to ensure your behaviours are consistent and demonstrate a commitment to the vision and values of the parliamentary service.

If you have a values-based job description, this will be used to assess your performance goals against expected behaviours and contributions. If not, the [values and behaviours framework](https://68e964d4-3a85-4c03-89f7-d6c59f31a423.filesusr.com/ugd/575088_bd04bcaf99db4123a5df3250c35301a6.pdf) can be used as a guide.

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## How will I receive feedback?

Good feedback is what’ll help us improve our performance and enhance our skills. Your manager will provide feedback through practical and tangible examples to help you understand how to integrate the values into your daily performance. This will help both of you to explore what’s been achieved because of your contributions and behaviours. Summaries of feedback received during the previous quarter will also be noted. This will help you reflect on your performance and prepare for future job interviews where appropriate. It also allows your manager to find out if they could be doing something different to better support you.

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## How do I agree a personal development plan (PDP) with my manager?

## The pressure of a busy schedule and tight resources can cause us to lose sight of our career and development goals. To remain focused, we should all [use a well-written, structured PDP](http://hr/policy/Performance%20Management/My%20Personal%20Development%20Plan.docx). We should have at least one annual PDP conversation to inform the corporate training plan in line with the [key dates captured below](#pmkeydates). Remember, most of our learning happens on the job and from engaging with others. Development conversations are usually driven by you.

Current state: “What have I achieved in my career so far?”

Strengths: “What are my strengths?”

Aspirations: “What would I like to be doing in 12-18 months’ time?”

 “What do I want to get out of my work?”

Plan: “What skills or experience would allow me to feel more confident at work?”

 “Which parts of my role would I like to improve?”

Action: “Which new skills, or improved skills, would enhance my work performance?”

 “What’s preventing me developing as I would like?”

## What’s my role?

You are at the heart of the process. Setting objectives with managers, identifying development needs and taking responsibility for delivering these consistently with [our values](https://68e964d4-3a85-4c03-89f7-d6c59f31a423.filesusr.com/ugd/575088_bd04bcaf99db4123a5df3250c35301a6.pdf). Your manager and/or office head along with HR also play a role by providing clarity and ongoing support. This shared responsibility ensures that all our colleagues know what’s expected on them in their roles.

### **How do we capture the info?**

The admin side of our approach is simple. You and your manager capture the info in a word document saved in SharePoint. To set this up, you will be sent a link to the form, which is saved in your electronic career folder. You’ll also receive an instruction on how to share the document with your manager. Thereafter, you and your manager can collaborate online, sharing your comments and suggestions, and updating as required.

Remember, the paperwork should reflect the conversation accurately, but not dominate the process. This process also allows for links (to project sites, for example) to be added, rather than duplication of information.

### **How often should we meet?**

We should aim to have at least 1 conversation on a 4-6 weekly basis. You can ask for a meeting with your manager at any time to help resolve a specific issue or challenge you’re facing. These meetings can be extended to have more time to reflect and discuss important topics, such as reviewing objectives and budgets in line with the agreed timescales. The most important thing is that we all feel supported in our roles. See our top [tips](https://68e964d4-3a85-4c03-89f7-d6c59f31a423.filesusr.com/ugd/575088_067256b256444b6fbde40cf9bebd2b17.pdf) on effective performance management conversations.

### **Do I need to use all the guidance?**

No. You can use as little or as much as you like. The important thing here is that you should use whatever helps you to define your objectives and development needs. The info will also help you and your manager to assess your levels of workload and wellbeing.

### **What are the key dates?**

We have a simple cycle in which personal objectives and goals are agreed. This is driven by dates captured in our office planning arrangements:

June - August: You and your manager set objectives and goals.

September – November: You and your manager discuss your work-life balance and wellbeing needs

December - February: Your manager reviews your objectives and updates these to reflect possible changes to office plan and budget.

March - May: Your annual development conversation is held to produce your [personal development plan (PDP)](http://hr/policy/Performance%20Management/My%20Personal%20Development%20Plan.docx).

HR will use this to create an organisation-wide L&D Plan for the coming financial year.

## Will the process be monitored?

Yes. HR will assess the usage of the system and produce reports for group heads to ensure the process is being used within their areas. HR will also review the quality of the content captured in the word documents. This, alongside qualitative data, will then be reported to LG on a quarterly basis around the key dates captured above. This will include seeking feedback from you on the following:

* I understand how my objectives support the delivery of the strategic and office plans
* I receive ongoing feedback that helps my performance in line with our values
* I am confident that my manager considers my welfare and workload in setting my objectives and goals
* I feel my contribution to the team is valued
* My manager is approachable, and I can be open and honest about issues that are concerning me
* I understand what’s expected of me and the performance management process enables this
* I have the skills and confidence to perform my role, as defined through the performance management process
* My manager role models the standards and behaviours expected of them in their role
* My manager seeks and takes on board my feedback

## Is there a separate process if I need additional support to improve my performance?

Yes. The [Improving Performance policy and procedures](https://68e964d4-3a85-4c03-89f7-d6c59f31a423.filesusr.com/ugd/fa70f2_9e3cd4b6dc6742539178e7d80db4971b.pdf) are in place to support you to meet the required standards of performance and behaviour. Not all underperformance will need a formal approach. In many cases you will have an informal discussion with your manager.

You will have an early discussion through your normal 1:1 meeting if your manager has any concerns. This will give you an opportunity to about the need for improvement and to agree a plan of action to bring about improvement. This might include exploring why your performance has not met expectations, clarifying goals and discussing any support you need for your performance to improve. This meeting will be recorded in writing and shared with you.