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| Approach: **Focusing on Goals** |
| Name: **Louise Alford**Role: **Recruitment Manager, Human Resources and Organisational Development** |
|  The focus of the discussion was based on changes to the approach I took to the way the appraisal system was managed in the team. It was apparent in previous years objectives had been set but not always met. It was clear that something had to be done differently if things were to change. This had to be done sensitively and fairly to gain acceptance in what is a very busy team.Objectives were agreed at the start of the year. In addition to the business as usual/operational objectives, each team member was given objectives related to specific projects with deadlines and outcomes.I supported staff to achieve their objectives by:• Having regular 1-1 sessions to monitor progress, discuss concerns.• Encouraging individuals to block out time away from the team, if necessary, so that they could fully focus on their allocated project work and have time to complete activities. ( in the initial stages it was important to have conversations with individuals if it was felt not enough progress was being made in the time they had been allocated away from their desk) • Gaining acceptance that the rest of the team would cover for colleagues who were focusing on specific projects. (I helped this by chipping in where necessary.)• Discussing objectives at our regular team meetings in order to share progress. This was particularly useful where more than one person was working on elements of the same projects.• Introducing monthly "Keep in Touch" templates which were used to keep me informed of progress against objectives. (These were particularly useful when it came to the time for formal appraisal as they provided evidence of performance throughout the year.)***It was made easier when everyone realised that they would all have the same opportunities and levels of support.***Required a bit of a change in their mind-set, they needed time to adjust to being given the freedom to manage time away from their desks to focus on specific pieces of work. In the initial stages it was important to have conversations with individuals if I felt not enough progress was being made in time allocated away from work.Collectively we accepted that "business as usual" would always take priority and that deadlines relating to their personal objectives could be changed according to other operational priorities. The current year was the first time individual objectives of all the staff on the team had been met. This was as a direct consequence of how I had made changes to the approach to objective setting, managing and monitoring progress during the reporting year. |