One to One   
Conversation Tool

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## Introduction

We know that our people are our most important asset, and you and your skills, experience and knowledge are at the heart of all we do and all that we achieve.

Therefore, we want to focus on you – to hear your thoughts, understand your needs and aspirations – and provide you with dedicated time and resources to focus on this.

One to One meetings will enable you to do this, and help you to take responsibility for your own engagement and development. Use this opportunity to explore what’s important to you, and to have a conversation with your manager about what you need and how we can support you to achieve your goals.

## Why use this guide?

The aim of this guide is to provide both employees and managers with a number of potential topics for discussion during your One to One meeting and give some idea of the questions that could be discussed. It is not meant to be a questionnaire that you go through one-by-one, but is instead a tool to facilitate a meaningful conversation and a purposeful One to One meeting.

The guide aims to:

* Help you to get to know each other;
* Focus us on our people, their needs and aspirations;
* Facilitate an authentic conversation that strengthens the line management relationship;
* Identify any underlying problems or performance issues and tackle them quickly.

## Housekeeping questions

We recommend that you ask the following questions on a regular basis throughout the One to One period to ensure documents are up to date and we are compliant.

* Is the Job Description accurate?
* If your job requires a DBS - is your certificate up to date? If not please contact HR.
* Is health surveillance required? If yes, is this up to date?
* Does the risk assessment for the work indicate exposure to hazards at a level that may cause: hearing damage, respiratory system damage, hand arm vibration syndrome, skin sensitisation? If you require further information on this area please contact the Corporate Health and Safety team.

## Welsh language standards

* Do you wish to receive any documents that outline your training needs or requirements in Welsh?
* Do you wish to have a copy of this One to One form in Welsh?

If yes for either question it is the responsibility of the manager to have the documentation available in Welsh and/or have it translated.

## Frequency of one to one’s

We recommend that employees have a One to One every month, but we understand that in some departments this is not practical or possible. It is however, essential that you have at least three One to One meetings within a 12 month period to ensure that both you and your manager are having the opportunity to have a conversation.

At the beginning of each new One to One period, the manager and employee will need to agree the frequency and method of One to One meetings.

## Responsibility

Overall it is a manager’s role to ensure they one to one meetings are carried out with their team members.

## How am I? How is your work-life balance?

This part of the meeting is all about helping you to get to know each other outside of the

workplace and strengthening the line management relationship. This could help with identifying ways to offer support and understanding what motivates someone. Consider:

* Health
* Wellbeing
* Family and friends
* Travel
* Hobbies and interests
* Special events

Questions to think about…

* How are you feeling?
* How is your week so far?
* What have you been up to?
* What have you got planned?
* How is your work/life balance?
* Is there anything you would like to talk to me about? (This may include personal and sensitive topics such as mental health, menopause and domestic violence)

Please refer to the health and wellbeing pages on the website for more information on a range of topics which might be useful.

## Recap of my last meeting

In this section, you should briefly list any objectives or actions that are outstanding from the last One to One meeting. This makes sure that the meeting is focused and more meaningful, and ensures any performance issues are consistently monitored. Consider:

* Actions
* Performance
* Reflection
* Objectives

## My performance and objectives

In this section, you should discuss workloads, key projects and objectives. It is also an opportunity to share any difficulties that are being experienced, and identify where support is needed. Don’t forget to share good news and the things you are proud of also.

This is also where objectives and goals should be set. Explaining how actions link to the wider team/service/organisation helps build commitment and engagement and helps people to understand their impact on our customers.

Make sure objectives and actions have a time-scale, and ensure an update on progress is always discussed at the next One to One meeting. Consider:

* Key projects
* Achievements
* Obstacles
* Behaviours
* Objectives
* Reflection
* Values
* Goals

Questions to think about…

* What do you think has gone well? Why?
* What could have been done differently?
* How do you feel about your current performance?
* What needs to be done to maintain your motivation?
* When does the objective need to be done by?
* Who is responsible?
* What does success look like?

## Opportunities to learn, develop, grow

This is a chance to discuss any development requirements that arise during the year.

You should also share the progress of any of the learning opportunities identified at previous One to One meetings and if appropriate, reflect on any professional development. Consider:

* Challenges
* Experience
* Motivations
* Work shadowing
* Reflection
* Aspirations

Questions to think about…

* What progress has been made since your last One to One meeting?
* What experience / knowledge do you need to progress further?
* What opportunities do you have to put what you have learnt into practice?
* What other ways are there for you to learn something new?

## Time out

This is an opportunity to take note of any housekeeping issues such as annual leave and time out of the office for upcoming meetings and events. Consider:

* Annual leave
* Flexi
* Meetings
* Events
* Conferences
* Other types of leave

Questions to think about…

* What leave have you got booked?
* Do you have a healthy flexi balance?

## What can you do for me?

In this section, feedback should be given to the manager, and any actions that the manager can do that will enable the person to perform more effectively should be recorded. Consider:

* Feedback
* Support
* Previous actions
* Obstacles

Questions to think about…

* What can your manager do to support you?
* What can your manager do differently?
* How can your manager optimise your performance?

## Summary of actions

This section is to be completed at the end of the One to One as a handy tool to ensure that tasks are summarise and can be easily reviewed in the next One to One meeting.

## Handy tips for employees

* The focus of the One to One meeting is you. You don’t need to go through each and every piece of work that you are involved in, but we want to give you the time and space to have a conversation about you and what you need. Use this guide as a tool to explore what issues you may want to discuss during your meeting.
* You are responsible for your own engagement and development and this is your opportunity to take control. Where possible, you should take ownership of the One to One documents, write them up and keep them as a working document to ensure you get to discuss your priorities.
* Be honest and open with your manager. You will get more from the One to One meeting by having an authentic and meaningful conversation.
* Don’t be afraid to give your manager feedback. They are there to support you to achieve your goals and aspirations. Just remember to be specific with your feedback and support what you say with clear examples.
* It is your responsibility to ask your manager for your One to One meeting, particularly if one hasn’t been arranged. Meetings should be held no less than three per year, and no more than one per month.
* Please sign the form after each One to One.
* Please ensure your line manager takes a copy after each one to one or is sent an electronic copy.

## Handy tips for managers

* It is your responsibility as a manager to carry out one to ones with your team.
* It is up to you and your employee to decide how often you hold One to One meetings, however it should be no less than three per year, and no more than one per month. Please ensure this is clearly stated on the One to One form.
* How you use the tool depends on you - and how often you see your employee will play a big factor. There is no right or wrong way - the guide is just a suggestion of what you may want to discuss during your meetings.
* Don’t do all the talking – this is the employee’s time.
* Think about behaviours just as much as skills and performance outputs – it’s not just what we achieve but how we do it.
* An employee’s most important relationship at work is with their line manager. You are the single most important person who impacts an employee’s behaviour, morale and motivation. Remember to listen, focus, inspire, and thank them.
* Please sign the form after each One to One.
* The line manager is required to input the one to one date into iTrent, using the ‘Date Only – One to One’ option.
* The manager and employee are to both keep copies of the One to One form.
* The annual period of One to One meetings will be 1st April to 31st March the following year for reporting purposes.