

People manager standards

Good people managers are crucial if we are to deliver our strategic objectives and work better together for our residents.

We will achieve what we must only if everyone who works for us is supported to do their jobs well and in line with [our values](#) through robust management. To help our people managers do that, we have developed a set of standards. We expect all people managers to meet all the standards, including an extra standard for senior leaders (heads of service and above).

Our people manager standards are supported by a suite of management techniques, introduced during our [Better Together management development programme](#) and reinforced through action learning sets.

Recruiting talented people

To recruit colleagues with the right levels of knowledge, experience and expertise who are willing and able to deliver good outcomes for our residents.

Basic standards

- Diverse panels, with no all-male or all-white panels
- Hold at least one stage of the assessment process in person
- Shortlist within a week, assess within a week, feedback within a week
- Verbal feedback for all internal candidates

What this looks like

- Create interesting and manageable roles, with clear success measures so people can see what good looks like and what they should be working towards
- Plan your time so that you can progress each stage of the recruitment process within a week, keeping candidates engaged and updated at every stage
- Design meaningful assessments to test behaviour and attitude as well as technical skills that set candidates up for success and show their strengths, rather than tricking them or focusing on failures
- Bring together a diverse panel, with no all-male or all-white panels and have at least one stage of the assessment process in person
- Provide meaningful verbal feedback for internal candidates, inviting their manager to attend and hear this at the time so they can support with development needs and ensure colleagues are better equipped for future
- Opportunities

Settling in new colleagues

To provide a comprehensive induction so new starters get to grips with how we work and what they need to do so that they can start working better together for residents as quickly as possible.

Basic standards

- Verbally offer the role
- Meet in person on their first day
- Keep in touch at least fortnightly before their start date

- Send paperwork confirming your new starter in post or extending their probation period within a week of the end of their probation period

What this looks like

- Verbally offer the role to the successful candidate and keep in touch with them at least fortnightly before their start date
- Use all feedback from assessments to personalise their learning plan with a range of technical skills, organisational knowledge and other relevant areas.
- Plan their induction, providing them with space and time to learn about our processes and systems, understand our priorities, meet people and complete mandatory corporate training
- Clearly explain your team and role standards
- Set personalised objectives for their first two, four and six months

Managing your people well

To manage all your direct reports effectively and consistently to ensure they are contributing to improved outcomes for residents.

Basic standards

- Be clear about and manage against set standards for both the role and your team
- Hold comprehensive one-to-ones at least every two months

What this looks like

- Provide meaningful feedback so that staff understand what's going well and where they should improve
- Set clear objectives, tailored for each team member, and ensure they understand the link to the six customer outcomes
- Clearly set out and manage against any role and team standards (including the relevant [hybrid working requirements](#))
- Hold comprehensive one-to-ones every two months as a minimum, in addition to more frequent work catch-ups
- Challenge unacceptable behaviour at the earliest moment, explaining why it is inappropriate and reinforcing what we expect
- Remember that treating people fairly doesn't mean treating them exactly the same
- Ensure colleagues prepare thorough handovers to cover periods of absence or if they are leaving

Developing your people

To equip your team to deliver excellent services to customers.

Basic standards

- Agree an individual learning plan for all colleagues
- Ensure compliance with mandatory and statutory training requirements by checking records through myPerformance.

What this looks like

- Agree an individual learning plan (ILP) for every team member, covering a range of learning objectives, from improvement in their current role to next career steps based on their experience and performance in their role
- Allow your people to take time to attend learning opportunities and support them to embed and share the learning

- Ensure your staff complete and attend any mandatory or statutory training in good time and signpost them to further information if they need it
- Adopt the most appropriate management style for the situation and individual, to best support their performance, learning and development

Supporting colleague engagement

To work with your management colleagues as a team and regularly discuss developments, issues and concerns to ensure consistency and improve cross-departmental working.

Basic standards

- Read the monthly Take 5 people manager update
- Deliver the team brief to your people every month

What this looks like

- Support your manager colleagues to learn and improve
- Read the monthly Take 5 people manager update, taking time to understand corporate messages and requirements and asking for more information where you need it so that you can effectively deliver team brief every month
- Demonstrate active listening to better understand your staff and resident needs
- Actively seek feedback from your people and ensure this is fed back appropriately or answered if needed

Providing senior leadership (heads of service and above)

To be a visible and approachable leader in your team and across our organisation.

Basic standards

- Co-facilitate at learning events
- Hold your managers to account for people management

What this looks like

- Use storytelling to describe our strategies, bring people together and focus on a positive future for our residents
- Hold your managers to account for both people management and technical success
- Co-facilitate at corporate induction and other learning events