

How to...

## Hold a one-to-one meeting

All staff should have regular dialogue with their manager about progress towards their objectives, as well as other topics such as workload, career goals and wellbeing.

What you need to discuss at each meeting will vary depending on the situation. You may want to add some questions and leave out others.

### Who?

- Just the employee and their manager/supervisor

### Why?

- One-to-ones are not about micro-managing. They are about:
  - being accessible to staff
  - having regular contact
  - talking openly about employee's expectations, workload, wellbeing, development and support
- Focus on day-to-day activities, providing two-way updates or help with progressing work
- Use the opportunity to recognise achievements, raise issues, review development needs or discuss career plans
- A performance culture requires regular communication and inputs - one-to-one conversations should not be restricted to the annual performance and development review meeting.

### When?

- Schedule meetings for when you both have enough time for a full discussion
- Meet regularly throughout the year, and at least once a term.
- How often and how long you meet for will depend on your employee's experience, skill, motivation and appetite for feedback and discussion.
- You will know whether your team members respond best to informal conversations or more formal scheduled meetings.

### Where?

- A private meeting place away from interruptions.

### Themes to consider

#### PDR objectives

- How is progress going against their objectives?
- What are the key successes and challenges?
- Is there any additional support you need to meet your objectives (eg training)?
- Are they all still relevant or have any of them evolved?

## Wellbeing

- Ask them how they are.
- Look at their flexitime levels and annual leave use - are they accruing too much?
- Can you offer support with any problems identified?
- Seek HR advice if there appears to be an underlying health issue and signpost the employee to other sources of support if applicable such as:
  - the [employee assistance programme](#)
  - [individual stress questionnaire](#)
  - the [Mental Health First Contact Network](#)
  - could [Occupational Health](#) help identify support that can be provided?

## Performance (if applicable)

- Commend good performance wherever appropriate. The meeting is an opportunity to provide positive feedback, which can have a motivating impact.
- Raise performance issues. Don't wait until the annual PDR: bring any concerns with the employee's performance to their attention. An honest conversation about their ability to deliver the level of performance required may be needed and a 1:1 is an opportunity for this.
- Depending on the complexity and level of concern about the issues to be discussed, it may be worth arranging a separate informal performance meeting to explore issues and discuss support and improvement. Please refer to our guidance on [Dealing with underperformance](#) for further help.

## Workload

- Is it manageable?
- Is there anything you could stop/start/continue to help manage your workload better?

## Empowerment

- Do you feel you have the tools/authority you need to do your job?
- If not, what has changed? How can we improve this?
- Have you any ideas about how we can improve this in general across the team/ department?

## Learning and development

- Update on progress around individual development priorities
- Learning from any courses attended/ coaching/ on the job experience?
- Would work shadowing opportunities be useful?
- If an opportunity seems reasonable/possible how can we make it happen?

## Next steps

- Based on what you covered in the meeting, consider whether any further action is required
- Keep any notes you make to refer to in later 1:1s or PDR discussions

## Further support

- You may find this training helpful: [Honest conversations for managers](#)