

Guidance on Communication and Employee Performance for Managers

1 OVERVIEW

The performance management process should assist with supporting employee development, enhancing performance and helping all employees to work towards your company goals.

Performance management does not just occur during your annual appraisal time. Assessing performance and encouraging your employees to achieve their best is a continuous process during the whole of the employment relationship. You should support your employees to work effectively and to develop their full potential.

2 BUILDING THE EMPLOYMENT RELATIONSHIP

It is advisable to have regular conversations and updates with your employees, not just as part of the appraisal process. This builds the relationship with the employee and keeps communication open. The better you know your employee, the quicker you will be able to pick up on information that could be beneficial for you to know.

The following are some of the benefits to having regular communication with your employee:

- It can facilitate discussion around the employee’s career aspirations.
- Enable discussion and feedback around continuous improvement in your business.
- It can be an opportunity to update on the work the employee is completing.
- An opportunity for the employee to talk about any obstacles they are facing.
- It is an opportunity to share company goals, objectives and vision.
- An opportunity for you to identify any potential issues and provide support where applicable, for example, mental health, performance or personal situations.

Many situations that could potentially escalate into a bigger problem can be ‘nipped in the bud’ by effective communication and regular catch-ups with your employees.

3 COMMUNICATION SKILLS

Developing communication skills will help you manage employees more effectively. Communication is important for developing trust within a business and is shown to have significant impact on employee engagement, organisational culture and productivity. Implementing communication methods and processes can enable communication amongst your employees, here are some ideas for you to consider:

- Regular one to one meetings with each employee
- Team meetings are useful for finding out what is working well, what could be improved, sharing ideas and solving problems.
- Newsletters and eNews
- Intranet
- Notice Board or Handover book particularly useful for employees on varying shifts

Here are some communication skills that are important to develop as a manager.

Talk less and listen more - Effective listening will help your people feel valued, it builds trust in your leadership abilities.

Insight - Ask open-ended questions to better understand ideas, insights and motivations of team members. Ask ‘who, what, why, where, when and how’ questions to draw out information.

Give feedback - Learn to give honest but helpful feedback in order to help your employee progress and develop.

Build Confidence - Give your employees the right amount of direction and support to accomplish their goals. This will give them a safe environment in which to learn and develop, which will build their confidence.

4 SUCCESSION PLANNING

Employees often have hidden potential to work well in roles beyond their own and they may benefit from additional training, coaching or mentoring to prepare them for future roles.

During your conversations with employees you may identify individuals that have the potential to work in other roles and you can nurture that talent by conducting a training needs analysis and subsequently offering training courses, coaching, mentoring or job shadowing to build their skills.

5 NEXT STEPS

- Consider how often you have updates and one to one meetings with your employees. This will depend on your business, the employees and the roles involved.
- Consider your internal communications. How do you communicate with your workforce as a whole? Is there a way to communicate that would be more effective, engaging and motivating for them?
- Make sure your communication with employees is two-way. This way you can give updates and the employees can also give valuable feedback to you.

6 FACTSHEETS & TEMPLATES TO HELP

- How to conduct a Performance Appraisal
- Induction Checklist
- How to Identify Training Needs
- Training Needs Analysis
- How to Create an Action Plan for Employees
- Pre Appraisal Form
- Appraisal Form
- Employee Action Plan
- Team Action Plan

7 FOR MORE ADVICE AND INFORMATION

ACAS - (Advisory, Conciliation and Arbitration Service) free and impartial information and advice to employers and employees on all aspects of workplace relations and employment law. www.acas.org.uk

Achieve in Bath & North East Somerset - free recruitment support, advice and help. Matching job seekers, employers and course providers to help employers recruit, train and retain employees. www.achieveinbathnes.co.uk

Future Bright - free help & support for businesses and employees to realise their full potential. Provide access to training and development, workshops and networking. HR support to promote career progression and best practice to attract and retain staff. www.futurebright.org.uk

Bibliography - this fact sheet was produced by Rathbone HR Solutions in association with Cool Ventures Ltd in December 2018 with content sourced from; HR Inform (www.hr-inform.co.uk), ACAS (www.acas.org.uk), CIPD (www.cipd.co.uk), the pensions regulator (www.thepensionsregulator.gov.uk/en/employers), HMRC (www.gov.uk/government/organisations/hm-revenue-customs), the Information Commissioner's Officer website (www.ico.org.uk)



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