

# Objective setting & Continuous professional development



A key part of the NCG annual performance review is setting effective objectives for each colleague. This guide will support you in understanding what objectives are and provide information on the types of objectives and things for you to consider when creating objectives for your colleagues and teams.

## Objective Setting

At NCG, performance and behaviours are measured as part of the performance management process. This ensures that we are not only a high achieving organisation but we also display the right values and behaviours whilst doing so.



When agreeing objectives, they must be:

- Specific** What exactly will be produced or achieved? Does the objective specify exactly what is required?
- Measurable** What will demonstrate success has been achieved? How can the objective be measured? Will we know whether the objective has been met?
- Achievable** Does the individual have the skills, resources available, and time to complete this objective?
- Relevant** Is the objective relevant to the individual's role and within their area of control?

## Time-bound

Has a realistic timescale and deadline for completion been agreed? This may be influenced by other activities in the organisation or external influences.

## Types of objectives

Objectives can vary depending on what you need your colleague, team and / or department to achieve throughout the year. The types of objectives you set may be;

- **Operational:** requiring specific results from a person, department or team/ working group on day to day tasks or key performance indicators (KPI's)
- **Strategic:** Looking at the direction of your team, department or organisation. These may be more project based or reviewing departmental or organisation process improvements
- **Behavioural:** changing the behaviours of stakeholders and the products of their behaviours. These type of objectives can also ensure that the colleagues own behaviours are in line with NCG values and behaviours, therefore it is not only what they achieve but how they achieve it.



## Creating Objectives

When creating objectives, you should consider:

- Possible objectives for the individual over the coming year, taking into account future priorities and challenges facing the team, department and college / service.
- Objectives that are already set at an organisation level.
- Where a colleague is in their probation period, consider objectives and expectations for that initial period of time.
- Areas of development that will support the colleague in meeting these objectives and any other development that would be beneficial to the colleague in the coming year.
- Incorporating objectives that reflect expected behaviours in line with NCG Values and Behaviours.



## Example Objectives:

Objective	Drive positive Student outcomes
Specific detail / KPI	Drive positive student outcomes in School, in line with college KPIs. Ensuring a consistently good student experience that is reflected in student progress (including English and Maths) and high levels of satisfaction for all stakeholders, students, parents/carers and employers. This will be measured/ evidenced through KPIs, observations, and satisfaction survey results of at least 90%.
Deadline	31 July

Objective	Create and implement guidance document for sharing best practise
Specific detail / KPI	Create a suite of guidance materials to support both colleagues in requesting their holiday using the Employee Self Service functionality and managers in authorising and managing this using the People Manager functionality. Guidance to be available on the People Portal
Deadline	31 July

## Continuous Professional Development

When setting objectives for your colleague, priorities for development should also be identified that will support the colleague in meeting and exceeding expectations. Both you and the colleague should consider any suggestions for development prior to the meeting and discuss what sorts of activities could contribute to these and where the priorities lie.

Colleagues in an **educator role** should have a development plan in line with the NCG TLA policy and processes.

Colleagues in a **non-educator role** should have at least one development area identified as part of objective setting.

When agreeing development priorities, you should consider the following:

- The colleagues most recent performance review
- The agreed objectives for the year ahead
- Which NCG values and behaviours will have the greatest influence on the colleague achieving their objectives and whether there are any development opportunities there
- Any technical or functional skills, knowledge and experience required for the colleague's current role.
- Any training and development needs and any identified courses

## Examples of CPD

- Mandatory learning modules to be completed before expiry
- Completion of internal NCG training offers
- Explore any external training requirements
- Explore opportunities to shadow other teams to improve understanding of inter-team processes and wider impact of projects covered in objectives
- Receive coaching from a colleague with a specific skillset
- Complete Great Place to Teach Skill Scanner Tool to identify key areas of focus for other development activities
- Keep up to date on required reading and changes in industry standards

