The Career Conversations are intended to be a two-way interactive discussion, where the manager coaches his/her staff in order to help them understand:

- where they are in their career;
- what their aspirations are;
- where they are headed in the short and long term;
- how they are going to get there;
- what support they will need and how they can source that support.

How can I have a Career Conversation with someone on the Leadership Team?

In addition to line manager career conversations, the Leadership Team have also offered career conversations to anyone who wants them. Just get in touch and request one, and look out for the Leadership Team making some particular slots available over the Summer to kickstart this new initiative. Further details will follow.

How should I go about having Career Conversations with my line manager?

We recommend that career conversations are built around - but separate from - the conversations that happen as part of the performance management framework. This means that career conversations could happen at the following intervals:

1. Agreeing career development aspirations for the year, following agreement of new objectives (May)
2. Career progress review 1 (Summer)
3. Career progress review 2 (November)
4. Career progress review and forward look (February)

We recommend that these conversations last approximately an hour in May and February, with potentially shorter timeframes mid-year.

The conversations will have a different focus as we go through the year. The initial conversation will look to set the direction of travel, while the final one will reflect on progress and look forward to the next year. The Summer and November conversations will focus on progress towards achieving what was agreed during the initial conversation.
Are there any questions to help structure my Career Conversations?

**Start of year**

- Where do you feel you are in your career and how would you like to see your career develop?
- How do you view your career progress to date?
- Where would you like to be in 3 years or in the longer term?
- Are you looking for further “breadth” or “depth” in your career (a broad range of experiences or deeper knowledge in area of expertise/profession)?
- To what extent does your current role play to your strengths and interests?
- Are there particular roles in CLOG or other departments that interest you?
- What do you see as the main barriers in achieving your future intentions?
- Are there any particular issues / barriers which are discouraging you from seeking promotion (if relevant)?
- What actions are you planning to carry out as a result? (Ensure that these actions are SMART)

**Mid year**

- How have the actions that you have taken up to now had an impact on your future career plans?
- What challenges have you faced in developing your career path and how have you overcome this?
- Are there any changes that you want to make to your career development plans?

**End of year**

- How have you found this year in terms of progressing on your career plans?
- How have your plans changed over the previous 12 months and how will you take this into consideration in developing next year’s plans?
- What has been your most useful career development opportunity that you have undertaken this year? And you’re least useful?
- What do you think will be your initial priorities for your next iteration of your career development plan?

**Monitoring**

We will be asking each manager to notify their DD of the Career Conversations they have with their staff so that we can keep track of the number of conversations that have taken place. In order to monitor impact we will also be asking all managers to report back to their DDs on the common themes. Leadership Team will discuss these to determine what more can be done at a unit level, and we also encourage teams to discuss if there are specific requests that can be actioned locally.

**Departmental Resources**

- BIS: [https://intranet.bis.gov.uk/hr/appraisals-and-performance-management/development-matters/](https://intranet.bis.gov.uk/hr/appraisals-and-performance-management/development-matters/)
- DCLG: [https://intranet.communities.gov.uk/how-to/hr/learning-and-development/](https://intranet.communities.gov.uk/how-to/hr/learning-and-development/)
- Personal Development Plans: use as a template for career discussions.
- Managers may also want to discuss with their teams how these conversations are going.