

How to Guide: Setting Objectives

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How to set performance objectives

Objectives & Accountabilities

What should work-based objectives be ?	Objectives should...	Standards that apply
<ul style="list-style-type: none">• Be clear & specific.• Have clearly defined outcomes - what will achievement of the objectives look like?• How will the employee's personal impact be evidenced?• Be challenging yet achievable• Not be too numerous.• What are the key objectives?• Relevant to the role.• Be within the employee's control.	<ul style="list-style-type: none">• be described in a way that makes sense to the service and are proportionate to the job.• have some correlation and consistency where a number of identical roles operate across a service/team.• take into account the employee's practical opportunity to deliver, ensuring that expectations are realistic and fair.• be agreed, but are necessary static so should be reviewed regularly and updated/added to as appropriate.	<ul style="list-style-type: none">• Expected KCC standards for the role.• Professional standards (if applicable) for the role• The Kent Code (which sets out the standard of conduct for all KCC employees)• Organisational or directorate expectations (including Managing in KCC or mandatory training)

Values & Behaviours

What are KCC's Values & Behaviours?

- We are brave. We do the right thing, we accept and offer challenge.
- We are curious to innovate and improve.
- We are compassionate, understanding and respectful to all
- We are strong together by sharing knowledge.
- We are responsible for the difference we make.

Aspirational behaviours - our cultural attributes

- Provide renewed focus on inclusion, diversity and enable high performance.
- Compassionate and inclusive.
- Working together - building and delivering for the best interests of KCC.
- Externally focused - residents, families and communities at the heart of decision making.
- Flexible/agile - willing to take (calculated risks)
- Empowering - our people take accountability for their decisions and actions.
- Curious - constantly learning and evolving.

How to use values and behaviours in managing performance

- To set expectations.
- Recognise the importance of how the job is done (for example a positive performance assessment should not be given if there have been examples of poor or ineffective behaviour).
- Identify areas for improvement and development.
- Reward and recognition for 'living the values' of the organisation in everything someone does and being a role model for others.
- Challenge poor or ineffective behaviour.
- Behaviours are adaptable to reflect needs/circumstances of different roles and described in other ways which reflect our values.