

## One to One Meeting Record

### 1. Personal Details

Name:	Robert Daily
Line Manager:	Andrew Daley
Date of meeting:	4 February 2010, telephone
One to One period covered:	Last 3 months
Next 1-2-1 date/location	

### 2. Update – Priorities met (action points from previous 121)

#### Evidences which Behaviours

The following requirements/action points have been **met**; (bullet points)

1. See feedback on cases on hand
2. PF will be approached in the new financial year, once Robert gets the opportunity to meet with the prosecutor.

### 3. Line Managers comments & Comments on Line Manager ('360' feedback)

#### Quarterly Performance Marking-to date

Line Manager's Comments:

GRO

**GRO**

[X – Half Year]

### 4. Progress against Personal Objectives (To identify issues which may hinder successful completion and corrective action required, highlighting changes from last 1:1 in achievement, progress against milestones and issues)

Objective	Progress since last meeting	Next milestone	Status /Deliverable action date(s)GAR

Involved in customer engagement across geographical areas by attendance of and presentation to their monthly team meetings for; <ul style="list-style-type: none"> <li>• Network @ Contracts Advisor meetings</li> <li>• Crown estate @ Contracts Advisor meetings</li> <li>• Field Support Teams @ Regional Team Leaders meetings</li> </ul>	See Behaviours attached.		
Assisting with all Fraud Risk activities during 2009 and furthering the <ul style="list-style-type: none"> <li>• Crown Office Initiative</li> </ul>	See behaviours		Ongoing
Reduce physical attacks, (i.e. robbery and burglary) against the network to keep the losses within £1,75million.  Reduce physical attacks, (robbery) against the Supply Chain's Cash In Transit operation, in order to ensure that these losses are within the £850K appetite.	See Behaviours		March 010
Fully demonstrate that the business processes/objectives are still met, whilst ensuring that the most cost effective method of travel and/or overnight accommodation during 2009/10, by more effective use of all tools available to them (pool cars/hire cars/independent hotel booking services/web conferencing/telephone conferencing.) To reduce T&S costs for 2009/10 to within budgetary targets.	See behaviours		Ongoing
Recovery of 40% of monies from investigations conducted to have a positive return rate against investigation element of team	Exceeding target, see Excel data attached.		Ongoing

**5. || Personal Development** (progress against PDP / Performance Standards and new learning experiences planned or identified)

<b>Action</b>	<b>Progress</b>	<b>Next milestone</b>
1. Develop the required ongoing investigative skills 2.	1) Not on any courses at present, but willing to attend short courses. Robert is interested in a physical security managers course, so that he can assist in Scotland.	

**6.** **Recognition** (personal/team/other colleagues) & **Team issues** (top performer, who needs most development, how are you motivating and coaching your team)

**7.** **Review of Behaviours/Action, identify a behaviour to discuss and provide examples** (choose two from the following, I create value for customers, I own performance, I take action, I work with others to win, I engage and involve, I support, develop and challenge)

NAME

Robert Daily

Behaviour Evidence/Examples 2009/2010

Behaviours for the last 3 months

Evidence/Examples

<p>I CREATE VALUE FOR CUSTOMERS</p> <p>High Level Description: To create value for your customers you will know who they are, what is important to them and how you can best meet their needs in accordance with Post Office brand and the principles of Fairer Easier Better. You will provide an excellent service, and ensure that you adopt a 'continuous improvement' mindset. To do this you'll need to use commercial awareness, such as understanding competitors, trends and the value your business area contributes to the Post Office/Royal Mail Group and the impact across different areas of the business. You will represent your customer's needs ensuring that you understand and meet these.</p>	<p>Knowing your Customers</p> <ul style="list-style-type: none"><li>• Understand the link between their objectives and the overall business strategy.</li><li>• Works independently or leads a small team within a specific area of responsibility.</li><li>• Plans up to 6 months into the future.</li></ul> <p>Commerciality</p> <ul style="list-style-type: none"><li>• You look for opportunities to improve your service to customers, especially where this generates value for the business.</li><li>• You try hard to ensure you deliver value to customers and commercial benefit across the Post Office.</li><li>• You maintain effective working relationships with suppliers.</li></ul> <p>Championing the Customer</p> <ul style="list-style-type: none"><li>• You have regular contact with your customers and actively seek their feedback to ensure you understand their expectations and concerns taking action to address these.</li><li>• You accurately represent their views at meeting where they are not present.</li></ul> <p>Staying ahead of the game</p> <ul style="list-style-type: none"><li>• You pursue new opportunities related to your work and encourage others to try out new ideas, methods and technologies</li></ul>

<p>I TAKE ACTION</p> <p>High Level Description: Taking action means being clear about what you need to achieve, delivering with energy and enthusiasm and having a 'can do' approach. It includes responding in a timely fashion to changing requirements demonstrating flexibility and willingness to adapt to new circumstances and challenging and overcoming barriers to achieving goals. It means creating &amp; taking opportunities that deliver business improvement, supporting and implementing agreed decisions taking into account risks and consequences, as well as benefits.</p>	<p>Clarity of purpose</p> <ul style="list-style-type: none"><li>• You understand the link between your objective and business success and develop plans to deliver these.</li><li>• You make considered decisions consulting where necessary and demonstrating an awareness of how your decisions impacts upon others.</li></ul> <p>Energy &amp; Enthusiasm</p> <ul style="list-style-type: none"><li>• You demonstrate a willingness to accept change.</li><li>• You effectively manage resources and drive issues through to closure.</li><li>• You follow things through and display a sense of pride in achieving results.</li></ul> <p>Recognising opportunities/risks</p> <ul style="list-style-type: none"><li>• You work out new and innovative ways of doing things better to save time, cost and make best use of resources.</li><li>• You implement decisions that may be unpopular and manage any impact.</li></ul> <p>Overcoming barriers</p> <ul style="list-style-type: none"><li>• You identify barriers to achieving results and seek support in overcoming these where you are unable to find a way round these yourself.</li></ul>

<p><b>I OWN PERFORMANCE</b></p> <p>High Level Description: Owning performance means taking responsibility for your performance and where relevant, that of your team. It includes delivering your objectives to time, on budget and to the required quality as well as reviewing progress with stakeholders and managing their concerns when goals are not met as planned. It means setting high standards for yourself and others, continually seeking, giving and acting on feedback. It includes owning your development and helping to develop your team (if you have one), so that you and they, can perform to the highest standard. It also includes addressing short falls in your performance and managing under performance where required.</p>	<p><b>Setting Standards</b></p> <ul style="list-style-type: none"><li>• You take pride in making sure your (and your team's) objectives will be delivered and that your performance meets the standard expected</li></ul> <p><b>Continuous Development</b></p> <ul style="list-style-type: none"><li>• You respond positively to feedback and take action to address development needs to continuously improve your performance.</li><li>• You develop your skills and knowledge by accepting diverse assignments and opportunities to work on projects.</li></ul> <p><b>Performance Management</b></p> <ul style="list-style-type: none"><li>• You recognise poor performance and take appropriate action to address this using appropriate policies and procedures.</li><li>• Where appropriate you provide timely feedback, and encourage and support individuals in identifying and undertaking development opportunities.</li></ul> <p><b>Ownership (taking responsibility, managing stakeholders)</b></p> <ul style="list-style-type: none"><li>• You take responsibility for completion of objectives and for failure to meet expected targets.</li><li>• You ensure your stakeholders are informed of the reasons why and corrective action you are taking.</li></ul>

<p>I WORK WITH OTHERS TO WIN</p> <p>High Level description: Working with others to win means collaborating with others to deliver. It involves proactively sharing information &amp; expertise that will help others achieve, sharing responsibility for collective actions and being clear on what is expected for each individual. It means looking beyond the achievement of just your own goals to how you can help deliver bigger successes for the business. It includes challenging ideas and plans to improve outcomes for everyone involved.</p>	<p>Collaborative working</p> <ul style="list-style-type: none"><li>• You demonstrate a willing to help others to achieve.</li><li>• You try always to ensure that in achieving your goals that other people aren't left in a worse position and you always take into account their needs.</li></ul> <p>Sharing knowledge/Networking</p> <ul style="list-style-type: none"><li>• You seek and share knowledge, experience and ideas with your team and cascade all relevant information, changes &amp; developments in a timely manner.</li><li>• You will also share best practice and you are actively building a wider business network to learn what has worked elsewhere.</li></ul> <p>Considering wider impact</p> <ul style="list-style-type: none"><li>• You ensure that your team and those around you are aware of what you are doing and your thinking.</li><li>• You inform and consult other business units and teams on major decisions and changes which may affect them</li></ul> <p>Learning from outcomes</p> <ul style="list-style-type: none"><li>• You make an effort to understand why something worked well so that you can apply this knowledge in future.</li><li>• You willingly help people to resolve their problems.</li></ul>

I ENGAGE AND INVOLVE  High level description: To engage and involve people in the business and motivate them to perform to their best requires you to communicate in a way which generates understanding, belief and excitement around business goals. It means setting realistic challenges, showing appreciation and valuing individual contributions. It requires you to involve people at the right time in the decision making process so that you win their support and commitment. It is underpinned by trust and belief in others and relies upon you demonstrating the right behaviours, genuine consultation and active listening.	<p>Inspiring</p> <ul style="list-style-type: none"><li>• You create clarity around what is expected from you and (if appropriate) your team.</li><li>• You ensure you (and they) are aware of Post Office objectives and can see the role they play and the impact they can make, so that they feel energised and confident to deliver.</li></ul> <p>Encouraging</p> <ul style="list-style-type: none"><li>• You listen to others and show respect for views and perspectives that differ from yours.</li><li>• You try to get to know those people around you so that this helps to build better relationships.</li><li>• You always try to ensure that you recognise your people and their achievements</li></ul> <p>Communicating</p> <ul style="list-style-type: none"><li>• You communicate clearly and concisely both verbally and in writing meeting the different needs of all customers and colleagues.</li></ul> <p>Listening</p> <ul style="list-style-type: none"><li>• You will listen to what people tell you openly and try not to prejudge them</li><li>• You show appreciation of their input even where you decide not to use their ideas.</li></ul>

<p>I CHALLENGE TO MAKE THINGS BETTER</p> <p>High-level description: Challenging to make things better means contributing positively to continuously improving business efficiency and effectiveness. Your challenges will be positive and supportive and focussed on activity rather than an individual. You won't describe problems without offering a solution but you will challenge the accepted approach for doing things and look for innovative and creative ways forward to ensure the best possible solution is identified. You'll encourage others to challenge your approach and activities so that challenging constructively becomes the accepted approach for improving the way we do things.</p>	<p>Positive Challenge</p> <ul style="list-style-type: none"><li>• You will appropriately challenge ideas, suggestions and work processes where you strongly disagree with them</li></ul> <p>Solution Orientated</p> <ul style="list-style-type: none"><li>• You will address issues as they arise and generally where you raise an issue, you'll also have a potential solution in hand</li></ul> <p>Committed to feedback</p> <ul style="list-style-type: none"><li>• You are welcoming of feedback when it is offered, and do your best to ensure that you act upon this feedback to improve services to customers.</li><li>• You demonstrate willingness to consider other ideas and approaches and implement these where they deliver improvement to the way you do things.</li></ul> <p>Value add process improvement</p> <ul style="list-style-type: none"><li>• You know what your key processes are and break these down into activities to identify opportunities for genuine improvement rather than acting on assumptions.</li><li>• Your focus is on fixing processes to ensure they deliver as planned.</li></ul>

**8. Personal Concerns or Issues** (workloads & priorities, problems, risks and successes, performance issues, own morale, domestic issues if relevant, annual leave and accumulated hours)

- Own Morale – Good.
- Risks – Old and tired tape recorders. **Documents going missing at PF.**
- Successes –
- Annual Leave – As per Excel spreadsheet
- Accumulated Hours – hrs-toil
- Other –
- Request for information –

**9. Summarise action points and items for discussion at next 121**

Date	Action	Timescale	Owner	Update	Complete
	New Priorities/Action Points: to be met by the next 121 meeting, <b>See AP's below</b>				

**Addendum:**

**Feedback Cases on Hand & Action Points.**

<b>Robert Daily Cases on Hand</b>	
Stane	Update: Warrant issued for arrest, awaiting execution of the warrant by the Police. <b>Action Point, (AP): To follow up with Police/keep in touch/ascertain when the arrest warrant will be done.</b>
Corlic Street	Update: <b>AP: Still to arrange PO FI meet with Strathclyde police FIU</b> , in order to pursue the loss. Investigation being completed. Taken over from Raymond. <b>Case to be prioritised.</b>
Port Glasgow	Update: Case closed. Full recovery made. Case NF'd. PF of the opinion that suspect will not re-offend and has a gambling defence.
High Street	Update: Case to be closed. Full recovery made. PF has lost case papers. PF not willing to prosecute in Port Glasgow case which is linked to High Street matter. <b>AP: When meeting with PF, to better understand why and when they opt to prosecute, since they prosecute some cases but not others.</b>
Kessington	Update: Case deserted by PF on grounds that essential witness still in Pakistan. Court would have refused further adjournment. Case closed.

Wansbeck Estate	Update: Police liaison case. Informed that the witness suffers from Alzheimer's. Awaiting court adjournment date. <b>AP: Phone Police and ascertain any progress.</b>
St Catherine's	Update: <b>AP</b> to call the PF and establish when the matter will be pursued. <b>Call to PF Still Outstanding.</b>
Westwood	Update: Case now reported to PF. <b>AP: Awaiting PF decision.</b>
Skye Crescent	Update: <b>AP: New court date to be confirmed.</b>
McPhail Drive	Update: Police liaison case. Case now closed. Received community service. £15K compensation ordered. Received £25K from total loss, thus far.
Jesmond	Update: Trial completed. Sentenced, comm order and house arrest, as aged 68yrs, poor health. Confiscation order granted.
Ottoferry SPSO	Update: Case closed. Accused was found guilty and received 240hrs community service. £15K compensation order granted.
Earston SPSO	Update: To proceed with an uttering charge. PF to meet with me. <b>AP to set up meeting with PF.</b> Pursuing this case in conjunction with the Glenvarloch Crescent case.
Kinlochewe	Update: Contacted PF, (17 March) no decision as yet.
Piable	Update: To debate in court, 9 Feb. AP: <b>Follow up with CLT as to latest court position.</b>
Tobermory	Update: Submitted to PF. <b>AP to contact PF and establish progress. Now outstanding.</b>
Glenvarloch Crescent	Update: Sent to SRA. Sent to Andy for decision.
Bellville Street	Update: Case was in court on 28 January 2010. PF to apply for compensation. Confiscation on 24 February. <b>AP: To ascertain latest position.</b>
Craigens Road	Update: £42K recovered in the last few weeks. Admitted 27K but weak case as SPMR made 94 calls to the PO help line.
Glasgow CIT	Update: Submitted to PF. <b>AP to follow up with PF with respect to progress. PF to decide. Original file missing at PF.</b>
Dalneigh SPSO	Update: To interview the subject next week, (last 121.) Evidence missing in the post, (special delivery.) <b>AP: Special delivery to be arranged asap.</b>
Alloway	Case to be closed. Full recovery. To be dealt with by CM, (good conduct case.) Risk here is that passwords were shared & all access to safe. SPMR was not involved but poor control over the controls.

Bridgeton	<b>AP: One statement from POCA client, outstanding.</b>
Denny	PO stamps case. <b>Report due.</b> Full recovery. To prosecute.
Glasgow Cash Cntr & Whitfield PO	Due to make a visit. Should be wrapped up by next 121.
Morningside CO	Romec engineer, alleged theft. Police liaison only. To keep in touch with Police, in case they wish to pursue to prosecution & assist where possible.