

One-to-one meeting

A short conversation is enough if it happens and gets followed up. Pick the questions that fit, write down what you agree, and book the next one before you finish.

TEAM MEMBER

MANAGER

DATE

SITE

CONTRACT TYPE

LAST ONE-TO-ONE (DATE)

Their points first

What would you like to talk about today?

Did last time's actions get done? If not, what got in the way?

Has anything changed for you since we last talked?

How the last few weeks went

How's it going, in a sentence?

What's gone well on your shifts lately?

What's made a shift harder than it needed to be?

Has anything happened with a customer that you want me to know about?

Work and the rota

Are your hours working for you at the moment?

Anything you'd like to change on the rota, such as more or fewer shifts?

Is any equipment, stock or handover slowing you down?

How are things with the rest of the team on your shifts?

Is there anything you need from me that you're not getting?

Support and next steps

Is there any training you need to do the job well?

What would you like to learn or try next?

Do you know where to go for support if you need it?

What's one thing that would make your next shift easier?

Is there anything we haven't covered that you'd like to?

What we agreed

ACTION	WHO	BY	WHEN

TEAM MEMBER, NAME AND DATE	MANAGER, NAME AND DATE	NEXT ONE-TO-ONE (DATE)
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Write it as if they'll read it, because they usually can: notes about someone are their personal data. Keep to what's needed.