

S1P2-1: ARP-Aligned Scorecard – Expanded Example (Line Manager Role)

Behaviour Domain	What “Good” Looks Like – Action (10/10)	What “Good” Looks Like – Response (10/10)	Value Focus
Clarity	Goals are set collaboratively, clearly linked to role outcomes, documented, and reviewed regularly	Staff can explain their goals confidently, know how progress is tracked, and see their relevance	Alignment of intent and understanding
Feedback	Feedback is specific, timely, backed by examples or data, and tailored to the individual	Staff say feedback is useful, fair, and helps them improve or adjust direction	Growth through actionable insight
Follow-through	Manager tracks commitments from past appraisals and takes visible, timely action (e.g., development plans)	Staff experience actual change: access to training, increased support, new opportunities	Trust through visible reliability
Fairness	Manager applies the same scoring logic across staff, explains decisions transparently, checks for bias	Staff feel assessments are earned, not influenced by favouritism or inconsistency	Credibility of the system
Values Alignment	Highlights values in real examples, calls out misalignment, recognises behaviour that reflects cultural goals	Staff believe the values are real, not just slogans. They see them upheld and reflected in decisions	Cultural reinforcement

Usage Notes:

Use during training to calibrate managers.

Can be adapted for other role types (e.g. HR, senior leaders).

Forms basis for self-assessment, peer feedback, or calibration discussion.