

Role: Services Performance and Development Manager

Team/Location: Services – Plymouth / Hybrid

Reporting to: Services Executive

Job Level: 3

Purpose...

To ensure consistent, high-quality people management across the Services department, supporting the performance, growth, and wellbeing of team members. This role works closely with Customer Success Managers (CSMs) and Learning Delivery Managers (LDMs) to embed structured development practices and drive a culture of accountability, progression, and support.

Acting as the central point for formal performance management, this role oversees key processes such as objective setting, professional development plans (PDPs), career conversations, and performance improvement plans (PIPs).

The Services Performance and Development Manager will play a vital role in enabling operational effectiveness through robust people management, while the CSMs and LDMs continue to act as mentors and client-facing leads.

You will be...

An experienced people leader with a strong background in performance management, employee development, and HR practices.

Commercially aware, detail-oriented, and confident navigating conversations around performance, development, and employee wellbeing.

Able to bring consistency, clarity, and fairness to people-related processes, and you thrive in a fast-paced, service-focused environment where people are key to success.

The role is...

- Acting as the lead for all formal people management activity across the Services department.
- Partnering closely with CSMs and LDMs, who remain responsible for daily client work and act as mentors to their team members.
- Attending monthly 1:1s with employees (led by the CSM or LDM), providing structure and consistency while tracking progress and identifying development needs.
- Owning the creation, documentation, and tracking of objectives, ensuring all team members are working toward aligned and measurable goals.
- Creating and maintaining Professional Development Plans (PDPs) that support role mastery, growth aspirations, and succession planning.
- Conducting structured career conversations with employees, exploring progression pathways, stretch opportunities, lateral development, and long-term aspirations.

- Leading and managing any formal Performance Improvement Plans (PIPs), working closely with relevant team leads and HR.
- Acting as the first point of contact for employees reporting absences, ensuring wellbeing is supported, records are accurately maintained and working alongside HR where absence levels require closer management.
- Reviewing and approving leave requests in collaboration with CSMs and LDMs to ensure team and project continuity.
- Reviewing trends in employee performance, capability and capacity to ensure the team is the right size to fulfil workload requirements
- Taking responsibility for recruitment across the Services department, from job scoping to interviewing, onboarding and probation reviews alongside the CSMs and LDMs.
- Being the escalation point for any concerns relating to workload, wellbeing, or team performance.
- Supporting a consistent employee experience by embedding best practices in performance, development, and communication across teams.

You will have...

- A strong track record in people management of large teams of 20 or more people, with experience leading formal performance and development processes.
- A solid understanding of HR principles and employment best practices.
- Experience working in a commercial or client-facing services environment.
- Exceptional interpersonal skills, with the ability to build trust, offer constructive challenge, and support others through performance conversations.
- Demonstrated ability to create and track development frameworks such as objectives, PDPs, and PIPs.
- Experience leading recruitment, from attraction to onboarding.
- High levels of emotional intelligence, empathy, and discretion.
- Strong collaboration skills with the ability to partner with CSMs, LDMs, HR, and senior leaders.

Success in the role is...

- High employee engagement, clarity of expectations, and visible career progression within the Services team.
- All team members have clear, documented objectives and development plans in place.
- Formal performance conversations are handled consistently, constructively, and professionally.
- Effective recruitment and onboarding of high-quality candidates into Services roles.
- Minimal performance escalations due to proactive development and coaching.
- Positive feedback from CSMs, LDMS, and employees around consistency and support.
- Clear structure and ownership of formal people management processes across the department.

Role specific KPIs

This section is a supplement to the job Role Profile and is intended to set out the performance expectations of the role. Post holders will be responsible for always achieving role specific Key Performance Indicators (KPIs).

Achievement of KPIs on a continuous basis will form part of ongoing performance conversations and will be measured weekly, monthly or quarterly as appropriate. They will also be reviewed formally at quarterly intervals as part of the Performance Enablement process.

KPI	KPI Category (e.g., Customer/ Financial/Internal/Qu ality)	Link to Strategy	Expectation/Measure	Measurement Frequency (Weekly/Monthly/ Quarterly)	Exceptions
All Services team members have clear, documented objectives	Internal / People	Clarity & Performance	<ul style="list-style-type: none"> Objectives captured and reviewed quarterly 	Quarterly	<ul style="list-style-type: none"> Quarterly
Professional Development Plans (PDPs) in place and updated	Internal / Growth	Talent Retention	<ul style="list-style-type: none"> 100% coverage with regular updates 	Monthly / Quarterly	<ul style="list-style-type: none"> Quarterly
Career conversations completed and documented	People	Progression Planning	<ul style="list-style-type: none"> All employees to have at least one structured conversation annually 	Monthly	<ul style="list-style-type: none"> Annually
Performance issues identified and managed proactively	Internal / Quality	Operational Excellence	<ul style="list-style-type: none"> PIPs managed professionally and effectively 	Monthly / Quarterly	<ul style="list-style-type: none"> As Needed
Recruitment timelines met and new hires onboarded effectively	Internal / Growth	Capacity and Capability	<ul style="list-style-type: none"> Roles filled within agreed timeframe and feedback gathered 	Quarterly	<ul style="list-style-type: none"> Per Vacancy
Absences and leave managed in partnership with team leads	Internal	Stability	<ul style="list-style-type: none"> 100% of absences logged and leave conflicts avoided 		<ul style="list-style-type: none"> Ongoing