myCareer

Goal setting: Conversation Guide

Goal setting is complex and involves taking into account the requirements of UNSW and the Faculty / Division and the aspirations of the individual employee.

Alignment to UNSW, team responsibilities and relativity

✓ Each Faculty / Division will decide how expectations and goals will be cascaded and how this will be shared. Goals in faculty and divisional plans provide direction.
✓ Guidance is also provided by the employees Position Description and UNSW Expectations Frameworks (Academic, Professional & Behavioural). Within the frameworks there is the option to select the expectations that are appropriate to Faculty / Division and the employee’s personal goals. This ensures goals are relevant to the 2025 Strategy and provides an opportunity for the employee to drive their own career development.
✓ Ensure you set goals relative to opportunity and reflect on:
  o Are there too few or too many goals? Ideally there will be around 3-6 major goals in myCareer
  o What input can you expect from the employee? Do they have the skills to achieve the goal?
  o If relevant are the goals (including # and type) coordinated within the team / peer group?

Autonomy & Purpose

✓ UNSW’s aim to achieve excellence, social engagement and global impact provides a powerful purpose for our people. When it is clear how goals contribute to a higher purpose, people can do their best work.
✓ Providing as much autonomy as possible is important in the goal setting process. E.g. the result that needs to be achieved may be defined, however the employee can still have autonomy in specifying what actions they will take to achieve it. “If you need to achieve xxx, what are your thoughts about the best way to achieve that goal? What actions will you take?”

Freedom & Flexibility

✓ It is important to distinguish between freedom and academic freedom in the context of goal setting. It is fine to outline specific details (e.g. 3 papers in xx years, minimum 2 in an A or better journal, 1 paper in the next 12 months) but not getting overly detailed about paper content or precise journals to avoid curtailing academic freedom. Informal notes are ok.
✓ Goals with a longer term end result are fine, but the myCareer plan also needs to outline what must by the end of the year to show an employee is on track.
✓ It’s fine to refine or re-shape goals in consultation with the conversation leader. (E.g. our area goals have changed, I need to change mine. xx funding is no longer available, instead I’ll target xx funding.)
✓ You need to have goals in each area of the template: career, achievements and behaviours. The content of those goals will be appropriate to Faculty / Division and the employee’s personal goals.

Standard, Stretch / Ambitious & Development goals

✓ Goals should be set to reflect the standards required of an employee’s current position and level in terms of both expectations (what is achieved) and behaviour (how someone acts).
✓ Provide clarity around the difference between:
  o Standard goals: these are the minimum expectations. An employee must meet these goals, they are an essential part of the job.
  o Stretch / ambitious goals: these goals are above what is expected. An employee may aspire to meet these goals but it is not essential. Employee who do meet these goals are our high performers.
  o Development goals: these are goals related to career aspirations and development and are driven by the employee with support from the conversation leader.
CLEAR goals are ideal

<table>
<thead>
<tr>
<th>Collaborative</th>
<th>Goals should encourage employees to work together collaboratively and in teams. Linked to position description, UNSW 2025 and overall faculty / school and function / work area goals and strategic plans. What will be done? By who? What are the opportunities for collaboration?</th>
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<tbody>
<tr>
<td>Limited</td>
<td>Goals should be limited in both scope and duration. How will we know if the goal has been achieved / progress has been made?</td>
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<tr>
<td>Emotional</td>
<td>Goals should make an emotional connection to employees, tapping into their energy and passion. Demonstrate how an individual’s goals contribute to a higher purpose. UNSW’s focus on excellence, social engagement and global impact provides a clear, powerful purpose.</td>
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<tr>
<td>Appreciable</td>
<td>Large goals should be broken down into smaller goals so they can be accomplished more quickly and easily. What is the goal completion date? Are there date based milestones throughout the year?</td>
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<tr>
<td>Refinable</td>
<td>Set goals with a headstrong and steadfast objective, but as new situations or information arise, give yourself permission to refine and modify your goals. Is the goal relevant to the overall vision of UNSW and the 2025 Strategy? Is it relevant to our Faculty / Divisional Plan?</td>
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