myCareer Toolkit: Conversation Leader
Welcome to the new myCareer Conversation Leader’s* Toolkit

UNSW needs employees who are supported and performing at the highest level to deliver on the 2025 Strategy ambition to become a top 50 university.

The purpose of myCareer is to:

• Create a positive, collaborative, two way approach to discussing career aspirations, setting start of the year goals and enhancing and reviewing performance.

• Provide a framework that links the 2025 Strategy to area, team and individual performance.

• Construct clearer role accountability and a safe, supportive environment to encourage ambitious, stretch goals.

• Provide a structure for consistent feedback conversations.

• Provide a structured way for employees and conversation leaders to map out development and career options together.

• Enable greater awareness of employee performance to identify talent across UNSW.

• Provide guidance on performance expectations consistent with recruitment and promotion processes.

• Replace the PDS / PDR process.

* A conversation leader is an employee’s manager / supervisor or this responsibility can be delegated to others in senior roles. e.g. Associate Deans, Professors, Project or Program Leaders.
Background information about myCareer

Who is the audience?
- All UNSW employees\(^1\) and managers\(^1\) are included in myCareer.
- **Conversation Leaders are the audience for this toolkit.** A conversation leader is an employee’s manager / supervisor or this responsibility can be delegated to others\(^2\) in senior roles.
- There is also an employee myCareer toolkit which you can use too.

What are the benefits?
The feedback from the 2025 consultation process indicates change is needed. The myCareer process benefits UNSW by:
- Guiding leaders to set expectations and spend time on where the real value is generated – positive, future driven conversations to enable people to do their best and have fulfilling careers.
- Employees perform better when leaders are more knowledgeable about their performance and when they receive fair, accurate feedback.
- Career aspirations and development are discussed in way that empowers employees to take control of their own careers.

How will it happen?
- **Phase 1** is an introduction to the new myCareer Process. Phase 1 has some online elements and is an opportunity to refine and enhance myCareer.
- **Phase 2** moves myCareer online. It involves testing and finalising an online version of myCareer.

\(^1\) The myCareer FAQ’s provides UNSW staff definitions.
\(^2\) Conversation leaders may be those who hold other senior roles e.g. Associate Deans, Professors, Project or Program Leaders.

**Note.** Managing unsatisfactory performance has been outlined in a separate toolkit.
The Year Ahead and End of Year conversations can be completed as one conversation. It can be split into two conversations if that is preferable.

The Mid-Year Conversation may be completed as part of existing processes and forums such as Promotion Discussions, Career Development Committees, Tenure Track Discussions, Probationary Meetings and Team Reviews.

Year Ahead Conversation\(^1\) explores future goals, sets expectations and intended professional development for the upcoming 12 months. The End of Year Conversation\(^1\) recognises employees for their effort and contribution from the previous year, as well as outlines strengths and areas for development going forward.

Self-assessment
End of year self-assessments are written by employees to summarise performance over the last 12 months.

\(^1\)The Year Ahead and End of Year conversations can be completed as one conversation. It can be split into two conversations if that is preferable.

\(^2\)The Mid-Year Conversation may be completed as part of existing processes and forums such as Promotion Discussions, Career Development Committees, Tenure Track Discussions, Probationary Meetings and Team Reviews.
Ongoing feedback and touch points: Traditional and creative options

Managers traditionally give feedback. However, with myCareer we’d like to open up some more creative options.

Consider whether delegating will lead to enhanced feedback for your people.

Peer mentoring may open up opportunities and break down silos.

Support will be provided to ensure leaders and employees are well placed to give and receive feedback.

**Manager**

With **less than 10 staff**, it is viable for a manager to provide ongoing feedback.

**Peer Mentoring**

Provide support, encouragement and hold each other to account.

**Career Accelerator** (mid 2017)

**Manager**

With **more than 10 staff**, it is difficult for managers to provide ongoing feedback. Delegation to others* is recommended to provide employees with quality ongoing feedback.

**Support**

Provide quality development based on research to enable success.

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* Others may be those who hold other senior roles e.g. Associate Deans, Professors, Project or Program Leaders.

**Note:** Pulse surveys are a way to track the success of implementation, in particular for less visible elements like regular feedback and conversations. It helps to identify where to offer additional support and provide assistance in resolving obstacles.
# 1. Year Ahead Conversations

Great performance starts with employees having a clear understanding of goals and expectations

<table>
<thead>
<tr>
<th>Who is involved &amp; time commitment</th>
<th>What you will need</th>
<th>When it occurs</th>
</tr>
</thead>
</table>
| Conversation leaders – may be direct manager or delegate (2 hours: prep, conversation & follow up) | Employee Position Description  
myCareer Plan draft by Employee  
UNSW 2025 Strategy  
Division / Faculty goals  
UNSW Expectations Framework | February-April |
| Employee: (2 hours: prep, conversation & follow up) | | NB The Year Ahead and End of Year Conversations can be run in **conjunction** or **separately**. This is at the Conversation Leaders discretion but usually it is done as one conversation. |

## Action required

- Manager to determine if any delegation of myCareer is required. If delegation occurs, conversation leaders need to be briefed on faculty / divisional expectations and goals.
- Employee completes draft myCareer Plan (blue cells only) according to the Expectations framework and 2025 Strategy. New employees may require more guidance and support.
- Conversation leader reflects on employees’ myCareer Plan content in relation to others in the team, Expectations Framework, 2025 Strategy and relevant Faculty / Divisional / School / Work Area plans.
- Conversation Leader and employee meet face to face to set expectations relative to opportunity, discuss goals, career aspirations and finalise myCareer plan.

## Support, guides, tools, templates available

- **Essential**
  - myCareer Plan (Academic / Professional / Senior Leader)  
  - Training & support for staff & leaders
- **Optional**
  - Future goals, career aspirations and development conversation guide  
  - Goal Setting Conversation Guide  
  - Planning for the year ahead conversation guide  
  - Diversity conversation guide  
  - Delegation conversation guide  
  - Managing difficult conversations guide
# 2. Mid Year Touch Point and Ongoing Feedback

Quality conversations drive performance and support development

<table>
<thead>
<tr>
<th>Who is involved. Time commitment will vary.</th>
<th>What you will need</th>
<th>When it occurs</th>
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</thead>
<tbody>
<tr>
<td>• Conversation leaders – may be direct manager or delegate</td>
<td></td>
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<tr>
<td>• Employee</td>
<td></td>
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<tr>
<td>• Other feedback sources (e.g. peers, external / third party)</td>
<td>• Informal conversation – documentation not essential</td>
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<tr>
<td>For mid-year touch point:</td>
<td>• myCareer Plan recommended as a conversation map</td>
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<td>• January-December: ongoing feedback to ensure progress is supported</td>
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<td>• June-August: formal mid year touch point recommended</td>
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## Action required

- Managers **with less than 10** employees are to meet for regular informal one to one meetings with employees to give and receive feedback (weekly, monthly or minimum quarterly.) Also meet for the touch point (at least once in Jun-Aug).
- Managers **with more than 10** employees are recommended to delegate. Conversation leaders* to meet with employees for regular informal one to one meetings to give and receive feedback. The touch point is also highly recommended (in Jun-Aug).
- The **touch point meeting is about progress, acknowledgement, appreciation and development – not an elaborate data gathering exercise.** This conversation may be completed as part of existing processes e.g. Promotion or Tenure Track Discussions, Career Development Committees, Probationary Meetings.
- Employees are encouraged to regularly gather feedback from other sources (360 input – see guide) to enhance the fairness and accuracy of myCareer.

## Support, guides, tools, templates available

- **Recommended**
  - myCareer Plan (Academic / Professional / Senior Leader)
  - Training & support for staff & leaders.
- **Optional**
  - Feedback guide (360 input)
  - Giving and receiving feedback conversation guide
  - Midyear feedback and touch point conversation guide
  - Managing difficult conversations guide
  - Commentary guide

* A conversation leader is an employee’s manager / supervisor or this responsibility can be delegated to others in senior roles. *e.g. Associate Deans, Professors, Project or Program Leaders.*
### 3. Self Assessment (for manager information)

Evaluating and acknowledging own performance at the end of the year is essential.

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<th><strong>What you will need</strong></th>
<th><strong>When it occurs</strong></th>
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<tbody>
<tr>
<td>- Employee</td>
<td>- myCareer Plan</td>
<td>- <strong>November-January:</strong> myCareer Plan (self-assessment) &amp; 360 input</td>
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<tr>
<td>- myCareer Plan: 2hrs (including 360 data collection.)</td>
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<th><strong>Action required</strong></th>
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<tr>
<td>- Employee to contact their list of people requesting 360 input or collates 360 input obtained through the year (recommended but not essential)</td>
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<tr>
<td>- Academics to ensure ROS is fully up to date as part of self assessment.</td>
</tr>
<tr>
<td>- Employee to complete myCareer Plan self assessment (yellow column “What was achieved?”)</td>
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<tr>
<td>- Where required, use systems to minimise time to gather data (e.g. BORIS for Academics.)</td>
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<td><strong>Essential</strong></td>
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<tr>
<td>myCareer Plan (Academic / Professional / Senior Leader)</td>
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<td>Training &amp; support for staff</td>
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<tr>
<td><strong>Optional</strong></td>
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<tr>
<td>Diversity Guide</td>
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<tr>
<td>Feedback guide (360 input)</td>
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<tr>
<td>Self-Assessment guide</td>
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<tr>
<td>Commentary guide</td>
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<tr>
<td>Academics: BORIS, ROS (Learning Analytics in development)</td>
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# 4. End of Year Conversations

Recognising employee efforts and achievement is integral for performance and future development

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<td>Conversation leaders* – may be direct manager or delegate (2 hours: prep, conversation &amp; follow up)</td>
<td>myCareer plan &amp; PD</td>
<td>February-April: End of Year and Year Ahead Conversation</td>
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<tr>
<td>Employee: (2 hours: prep, conversation &amp; follow up)</td>
<td>Commentary guide</td>
<td>December-April: Senior Staff Review</td>
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<tr>
<td>Faculty/Division (where relevant for Senior Staff Review)</td>
<td>Diversity guide</td>
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<td>End of Year guide</td>
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<tr>
<td>☐ Expect to receive your employees Self-Assessment at least a week prior to your “Year End” conversation.</td>
<td><strong>Essential</strong> myCareer Plan (Academic / Professional / Senior Leader)</td>
</tr>
<tr>
<td>☐ Conversation Leader to review the employees’ myCareer Plan, any 360 input collected by the employee and their own observations as input to the conversation relative to opportunity.</td>
<td>Training &amp; support for leaders</td>
</tr>
<tr>
<td>☐ Employee and Conversation Leader meet face to face for End of Year conversation. <strong>The intent of this conversation is primarily positive, to acknowledge progress and appreciate achievements.</strong> If improvement is required, discuss constructively and note support / development needed. This can then be incorporated into the “Year Ahead” conversation.</td>
<td><strong>Optional</strong> Diversity Guide</td>
</tr>
<tr>
<td>☐ The Year Ahead (refer to Step 1) is usually discussed in the same meeting. It can be separate (e.g. if End of Year meeting was challenging &amp; a break is needed.)</td>
<td>Feedback guide (360 input)</td>
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<td>End of Year conversation guide</td>
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Toolkit Guide by Month and myCareer Stage

### February
- Optional Check-Ins and Regular Feedback

### March
- Year Ahead & End of Year Conversations

### April
- Ongoing Conversation & Feedback

### May
- Mid Year Touch Point

### June
- Ongoing Conversation & Feedback

### July
- Mid Year Touch Point

### August
- Optional Check-Ins and Regular Feedback

### September
- Mid Year Touch Point

### October
- Ongoing Conversation & Feedback

### November
- Self Assessment

### December
- Shut Down

### January
- Self Assessment