myCareer Toolkit: Employee
Welcome to the new **myCareer Employee\* Toolkit**

What is the purpose?

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

• All UNSW employees1 and managers1 are included in myCareer.
• Employees are the audience for this toolkit.
• There is also a conversation leader myCareer toolkit which you can look at if you like (A conversation leader is an employee’s manager / supervisor; or this responsibility can be delegated to others2 in senior roles).

Who is the audience?

What are the benefits?
The feedback from the 2025 consultation process indicates change is needed. The myCareer process benefits UNSW by:
• Providing a framework for setting consistent expectations and spending time on where the real value is generated – positive, future driven conversations to enable people to do their best and have fulfilling careers.
• We know people perform better when a manager is more knowledgeable about their performance and when they receive fair, accurate feedback.

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.
myCareer process

Alignment with Expectations and Faculty / Functional Plans
Leaders will cascade the UNSW Expectations Framework and Faculty or Divisional Plans as inputs when setting expectations and goals with staff.

Year Ahead Conversation¹ explores future goals, sets expectations and intended professional development for the upcoming 12 months. The End of Year Conversation¹ recognises employees for their effort and contribution from the previous year, as well as outlines strengths and areas for development going forward.

Mid-year touch point and ongoing feedback²
The mid-year conversation and informal check-ins are to acknowledge things working well and things to do differently. They are conversations – not form based. * Different options for managers with more than 10 staff.

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

¹The Year Ahead and End of Year conversations can be completed as one conversation. It can be split into two conversations if that is preferable.
²The 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.
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.

*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.

**Ongoing feedback and touch points: Traditional and creative options**

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

2. **Peer Mentoring**
   - Provide support, encouragement and hold each other to account.
   - Career Accelerator (mid 2017)

3. **Support**
   - Provide quality development based on research to enable success.

4. **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.
### 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>
<tbody>
<tr>
<td>Manager / supervisor (2 hours: prep, conversation &amp; follow up)</td>
<td>Your Position Description (PD)</td>
<td>February-April</td>
</tr>
<tr>
<td>Employee: (2 hours: prep, conversation &amp; follow up)</td>
<td>myCareer Plan draft</td>
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<tr>
<td></td>
<td>UNSW 2025 Strategy</td>
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<td>UNSW Expectations Framework</td>
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#### Action required

- Complete the draft myCareer Plan, setting goals and timeframes (blue cells only) according to the Expectations framework, your PD, 2025 Strategy and guidance from your manager. If you are new, you may require more guidance and support from your manager or conversation leader.
- Provide your draft myCareer Plan to your conversation leader prior to meeting.
- Meet face to face with your conversation leader to set expectations (relative to opportunity), discuss goals, career aspirations and finalise your 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
## 2. Mid Year Touch Point and Ongoing Feedback

Quality conversations drive performance and support development

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<tbody>
<tr>
<td>Conversation leaders – may be direct manager or delegate</td>
<td>Informal conversation – documentation not essential</td>
<td><strong>January-December</strong>: ongoing feedback to ensure progress is supported</td>
</tr>
<tr>
<td>Employee</td>
<td>For mid-year touch point:</td>
<td><strong>June-August</strong>: formal mid year touch point recommended</td>
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<tr>
<td>Other feedback sources (e.g. peers, external / third party)</td>
<td><strong>myCareer Plan recommended</strong></td>
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### Action required

- **If your manager has less than 10** employees you will meet for regular informal one to one meetings to give and receive feedback (weekly, monthly or minimum quarterly.) You'll also meet for the touch point (at least once in Jun-Aug).
- **If your manager has more than 10** employees or uses delegates, expect regular informal one to one meetings to give and receive feedback. The touch point meeting is also highly recommended (in Jun-Aug).
- **The touch point meeting is about progress, acknowledgement, appreciation and development.** It’s not an elaborate data gathering exercise but do come prepared to have a constructive, future focused discussion. This conversation may be completed as part of existing processes e.g. Promotion or Tenure Track Discussions, Career Development Committees, Probationary Meetings.
- You 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

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*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

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

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<td>• Employee &lt;br&gt;• myCareer Plan: 2hrs (including 360 data collection)</td>
<td>• myCareer Plan</td>
<td>• <strong>November-January</strong>: myCareer Plan (self-assessment) &amp; 360 input</td>
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<th>Action required</th>
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<td>❑ Contact your list of potential people requesting 360 input or collate 360 input obtained through the year (recommended but not essential) &lt;br&gt;❑ Academics to ensure ROS is fully up to date as part of self assessment. &lt;br&gt;❑ Professional staff to collate any relevant information. &lt;br&gt;❑ Employee to complete myCareer Plan self assessment (yellow column “What was achieved?”) &lt;br&gt;❑ Provide your Self-Assessment to your manager at least a week prior to your “Year End” conversation. &lt;br&gt;❑ Where required, use systems to minimise time to gather data (e.g. BORIS for Academics.)</td>
<td><strong>Essential</strong> &lt;br&gt;myCareer Plan (Academic / Professional / Senior Leader) &lt;br&gt;Training &amp; support for staff &lt;br&gt;<strong>Optional</strong> &lt;br&gt;Diversity Guide &lt;br&gt;Feedback guide (360 input) &lt;br&gt;Self-Assessment guide &lt;br&gt;Commentary guide &lt;br&gt;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>Commentary guide</td>
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<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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**Action required**

- You and your conversation leader to meet face to face for End of Year conversation.
- Come prepared, ready to contribute to the discussion.
- **The intent of this conversation is primarily positive, to acknowledge progress and appreciate achievements.**
- If improvement is required, this will be discussed constructively and support / development needed will be noted. This can then be incorporated into the “Year Ahead” conversation.

**Support, guides, tools, templates available**

- **Essential**
  - myCareer Plan (Academic / Professional / Senior Leader)
  - Training & support for leaders

- **Optional**
  - Diversity Guide
  - Feedback guide (360 input)
  - Giving and receiving feedback guide
  - End of Year conversation guide
# Toolkit Guide by Month and myCareer Stage

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<thead>
<tr>
<th>Component &amp; Stage</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
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<td>Year Ahead &amp; End of Year Conversations</td>
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<th>October</th>
<th>November</th>
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