

myCareer Delegation: Conversation Guide



The purpose of the delegation conversation guide is to assist managers to **manage the workload** associated with myCareer and formal and informal feedback.

Delegation Guide

You **can** delegate the myCareer year ahead / end of year conversation and associated formal and informal feedback when:

- ✓ You have 10 or more employees who report directly to you.
- ✓ Your employee is part of a research centre, established laboratory or Centre of Excellence and has an established / strong rapport with the director who is your intended delegate.
- ✓ Your employee has a strong rapport with an appropriate senior leader in your school or work area. Ideally you will **meet with all high performers and those going for promotion in the next 18 months**.

You **can't** delegate the discussion when:

- × There are concerns with the employees performance.

Delegation Planning

Map out a timeframe for performance conversations and ongoing formal and informal feedback. This:

- ✓ Allows a clear view of the workload. To calculate the workload, assume:
 - You need to allow one hour for the year ahead / end of year conversation, put aside at least an hour prior to prepare for the conversation and an hour for follow up.
 - Best practice also involves a mid-year touch point (one-hour meeting and allow one-hour for follow up if needed) and informal ongoing one to one meetings on a quarterly, monthly or fortnightly basis (usually half an hour each.)
- ✓ Means conversations with all employees happen in a timely manner.
- ✓ Enables you to determine how many *Conversation Leaders to involve based on the workload.
- ✓ Means you can contact HR for skill development or to discuss unsuitable Conversation Leaders.

Delegation Tips

If you choose to delegate the myCareer discussion and associated formal and informal feedback to other Conversation Leaders in your school or work area, ensure you:

Choose the right people: it's important that you pass on work to people who have the necessary skills and are motivated to get the myCareer plan and feedback done fairly and accurately.

Engage the other Conversation Leaders: in a discussion around why you wish to delegate, what would be involved, support and training on offer, and listen to their input, ideas and concerns.

Provide a clear outline: of their responsibilities, the turnaround times required and training and support offered (including materials such as the Conversation Leader's myCareer Toolkit.)

Communicate: with all direct reports so they understand how the myCareer process and associated feedback will work and why delegation has been employed. Allow employees to raise concerns and address them as appropriate.

Balance support with independence: after you delegate, stay involved and offer support as needed but let your delegate lead the way.

Learn from experience: once you've delegated pay attention to the results, and learn from your mistakes. Ask yourself how you can tweak your approach. Can you delegate more involved tasks? Should you give your delegates more freedom? Do you need to monitor progress more closely?

* 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.