

myCareer End of year: Conversation Guide¹



2018 Timing: Employee to self-assess their performance and send their myCareer plan to the Conversation Leader prior to the 'Year End' conversation. By the end of April, the conversation leader and employee to meet face to face to discuss what has been **achieved**, provide **recognition** and discuss what **development** has occurred. **Duration:** approx. 2 hrs (prep, 1 hr meeting, follow up if required.)

Preparation

Assumptions: you have clearly outlined all performance metrics and goals at the start of the year and provided ongoing, informal feedback against those metrics with each of your employees.

Ask the employee to complete a "self-review" and reflect on whether goals / metrics have been met, achievements and successes, and development undertaken. This should be documented as a "self-review" in the myCareer Plan and provided to your conversation leader prior to the 'Year End' conversation.

Take time to prepare yourself: reflect on feedback that has occurred throughout the year and:

- ✓ Remember to take into account performance relative to opportunity.
- ✓ Read the **Commentary Conversation Guide** which explains the myCareer Plan commentary.
- ✓ Read the employee's self-review; this gives you a good idea of which parts of the conversation will be "easy" (e.g. where you agree) and where there may be some difficulty.
- ✓ Review feedback from other sources (e.g. peers, internal customers) on the employee's performance.
- ✓ Identify performance strengths (against goals set) and examples that demonstrate those strengths.
- ✓ Identify one or two areas of strengths (preferably) or performance improvement, examples and support you can offer to help build strengths or close any development gaps.
- ✓ Create an outline of talking points where the bulk of the review is on strengths and any areas for improvement are put into context. Also plan [questions](#) and allow space for [listening](#).
- ✓ Ensure you have a plan for next steps e.g. timeline for creating next year's goals and development plan.

myCareer Meeting – By End of April

- ✓ **Set the scene:** welcome the employee and thank them for the self-review. Explain the purpose of the myCareer meeting; an opportunity for both the conversation leader and employee to discuss their view of what has been **achieved**, **development** that has occurred.
- ✓ **Discuss performance against expectations and behaviours for the review period:** Review whether goals / metrics were met and any obstacles that affected goal achievement. *I've got your self-review, but tell me in your own words how you think you've performed over the last 12 months?* Listen; and in response focus on performance strengths and cite examples. Draw from their self-review where possible. Don't overly emphasise areas for improvement. Consider: *Have I listened to the employee's perspective and incorporated it into my review? Have I explained how the employee's strengths or areas for improvement impact their performance, the team and UNSW?*
- ✓ **Discuss development in the current role:** Discuss the employee's development, career goals and opportunities. *What development do you think has worked well for you? What hasn't?*
- ✓ There are no ratings; instead provide commentary that captures the nuances of an employee's performance during the review period. The **Commentary Conversation Guide** explains the myCareer commentary and provides guidance. Particularly focus on discussing the Behaviours as they are new.
- ✓ Sign off the **myCareer plan**. Ideally both the conversation leader and employee sign off, but if an employee refuses, conversation leader sign off only is also acceptable after a discussion with HR.

¹ Note: The "End of Year" (performance review) conversation is combined with the "Year Ahead" (goal setting) conversation but can be separated if that works best.