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BEFORE WE BEGIN

We're taking a new approach to performance management, introducing an online tool and blending the best of what ABT and Precinct have previously done with a dash of something new. It's called **let's chat**.

How this kit helps

Inside, you'll find the key information you need to have meaningful, constructive and honest conversations with your People Leader about your performance. It's designed to support you in preparing for a discussion and steps to take after the meeting's over. It will also help you set performance goals together – and identify any gaps to work on in reaching them.

And, it's about focusing on outcomes that are achievable and can be measured. We're looking to grow our talent from within, so you can see tangible outcomes for your efforts.

Additional support

If you have any questions about **let's chat**, your People Leader will be able to help. They will attend an overview session in late November where the new process will be demonstrated. Although the process is the same for everyone, People Leaders have the flexibility of running the **let's chat** session in a way that works best for them and you, so your meeting might be a little different than those of your friends.

Because **let's chat** is new, either you or your People Leader can invite me to all or part of the meeting to ensure it meets expectations.

Please take the time to read what's inside, consider what's said and make a time for a conversation with your People Leader.

Kind regards, **Jenna**

TIPS AND TECHNIQUES

What is performance development anyway?

It's much more than your twice-yearly review and completing an online agreement. It's about having open conversations throughout the year with your People Leader and the people you work with about how you're going.

Performance development involves working with your People Leader to set goals, so you know what you need to do to achieve them – and what you do if your performance isn't what it should be.

The lion's share of the responsibility is yours. When you're proactive in managing your own performance, your job will be easier, more effective – and more fun. Gotta love that!

Tips on preparing for a performance chat

How to prepare

Start early. This is your personal 'career check-up' – and your chance to create and manage your own path. Give yourself the attention you deserve! If you had a performance review last year and have objectives set, note specific examples that demonstrate your progress in each area to share with your People Leader.

Not everyone has a formal agreement in place for last year, so the online agreement provides for your self-assessment and space for you to include any objectives and measures if you have them. Copies of previous reviews can be requested from Jenna.

Get a well-rounded view. Nominate up to three people you'd like to receive feedback from and send the names to Jenna. Think of people who get to see you work from different perspectives, who will have insights to your strengths and challenges. Their feedback will be collated and sent to your People Leader for the review meeting.

Complete your let's chat online agreement. You and your People Leader will use this document as a guide to discuss key points and actions when you meet. It will cover your objectives and measures, as well as a development plan you want to achieve over the next 12 months and 2 years.

Career development and aspirations. Think of how you see your career developing, what steps you've taken and what you're considering. Reflect on how you're progressing and where you need some help getting to the next level.

Practice effective communication. When you feel confident, you'll make your points well. Practicing what you plan to say can be helpful if it's something you find hard. Aim for calm, positive and professional.

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Having a successful chat

Chat about the feedback. Make any constructive feedback a two-way conversation rather than passively receiving it. Discussion helps to understand why a comment was given and gets the ideas flowing for how best to take it on board.

Be solution-focused. Come prepared with possible solutions to challenges you've raised. You're sure to have thought of some great ideas that you can sound out with your People Leader.

Showcase your success. When you've been given some recognition or had a bright idea that really worked, shine a light on it! Reflecting on what you do well helps you to be conscious of what's working for you.

Stay positive. Challenging feedback can be hard to hear. Manage your emotions and try not to react defensively. If it feels right, ask if you can catch up again in a couple of days so you can take the feedback on board and come up with solutions.

What comes next

Clarify and confirm. Before you leave the let's chat session, make sure you're absolutely clear on what's expected of you, areas to improve and ideas for achieving this. You and your People Leader will capture the key points and actions in the let's chat agreement.

Follow up. There are likely to be things that need further research or reflection before the best course of action is determined. This will be your responsibility, so set a deadline so it doesn't fall off the radar.

Training. Jenna will do a training-needs analysis from the outcomes of **let's chat**. All training requests are subject to approval and will be considered on the relevance to your role and our business. As we have a lot of expertise inhouse, we'll encourage employees to deliver training and knowledge sharing sessions.

Be pro-active. Communicate regularly with your People Leader so when **let's chat** rolls around again, you're on top of your game. Set up meetings to review your progress and priorities, and tackle any problems together. It will pay off!

Giving feedback for others

Be generous. People won't get great at their jobs unless you do a great job of giving them the feedback they're asking for. Generously describe what they do when they're on the right track so they become conscious of it and do it more! And, if you have ideas and information that will help them perform better, it's a generous act to share it, constructively.

THE LET'S CHAT STEPS

The **let's chat** agreement will cover five key areas:

Client

Our clients are the reason we're here, so how we engage, grow, service, nurture and support them is what drives our success and achievement of the highest levels of client satisfaction.

Remember clients can be internal as well as external. So if your role is internally facing then we are all clients!

Creative

Our creative minds and ideas are what we sell and what sets us apart from the rest. So focus on your ability to create unique ideas and designs, which support our overall brand positioning.

We all have creative minds and can apply them to any role so think 'outside the box'.

Financial

If we all keep an eye on the bottom line it supports our overall financial health and wellbeing and makes the business successful.

You have a role to play in making sure we're financially successful, whether it's from getting the best possible price on stationery to achievement of a million dollar revenue target. It all counts!

People

Our people are our biggest asset. How we work as a team is critical to our success as well as how we lead, develop, grow and engage our people.

An engaged team is a successful team. So focus on how you demonstrate team spirit, self-motivation and a 'go get it' attitude. EMPLOYEE COMMUNICATION TOOLKIT

Growing a better business

Our vision for the business is what keeps our offer and presence in the market fresh and vibrant. How we support the brand through projects that enhance productivity and efficiencies makes our jobs easier.

We can all have a say. So if you see gaps in the market we can fill, or there are better ways of working to gain efficiencies through new processes, systems and tools – speak up!

Other

Got something else you want to say, but can't fit it in the 5 key areas? Put it here!

Looking at how you contribute to our success in these five key areas is a great opportunity to get a well-rounded view of your performance and areas you can get more involved in.

The remuneration review is independent of the **let's chat** meeting and won't be part of the discussion with your People Leader. That being said, the result of **let's chat** tells us about your performance and overall contribution to the business, which forms part of any remuneration review decisions.

The steps we'll take

Here's how the process will be rolled out to our people during the month of November and December.

14 Nov	All abtPrecinct people to send let's chat feedback nominations to Jenna
24 Nov Melb 25 Nov Syd	Overview sessions for People Leaders. let's chat tool demonstration to employees
25 Nov	If you've been asked to give feedback, return your let's chat feedback form to Jenna
28 Nov	Launch communication to all abtPrecinct people – online tool goes live
28 Nov-9 Dec	People Leaders and employees complete online let's chat agreement
28 Nov-23 Dec	Review meetings take place. These meetings can start as soon as the agreement is finalised
By 23 Dec	Overall performance and rating for the year ending 30 September 2011, agreed and approved
	Objectives, measures and development plans for period 1 October 2011 – 30 September 2012 set and agreed
By 23 Dec	Review cycle complete



- M. measurable
- A. achievable
- R. realistic
- T. time-based
- A. agreed