PREPARING FOR A DEVELOPMENT & CAREER DISCUSSION WITH A TEAM MEMBER

In response to feedback from our Your Say staff survey and in alignment with our Operating Plan, managers and their team members are being strongly encouraged and supported to have conversation about development and career plans. This guide will help you prepare for the discussion.

My team member’s name: __________________________________

My team member’s focus is:  
[ ] development in current role  
[ ] development for other roles in the team and/or university  
[ ] career planning for future roles

Key:  
- Manager leads the conversation  
- Staff member leads the conversation

LOOKING BACK

BEFORE THE MEETING
Ask yourself the following questions in regards to your staff member’s progress over the past 12 months (make notes)

1. What development has this individual identified in the most recent PDR. How well has this development progressed?
2. What feedback have I received about what this individual has done well?
3. What do I see that this individual has enjoyed doing over the past year?

Consider the following questions in regard to your staff member’s future development:

4. What do I see as this individual’s strengths and aptitudes in their current role?
5. What additional knowledge and skills do I think will help this person in their current role?
6. What new skills, knowledge and experience could help this person position themselves well for other roles?
7. What skills and experiences do you see as important for this individual to stay employable, to keep up to date with the changing world of work and the strategic priorities of MQ?
8. What skills and experiences do you see as important for the changing nature of the higher education industry and/or this person’s profession?

9. Given the above and reflecting on the 70-20-10 principle, what could you suggest for professional development in the coming 12 months?

DURING THE MEETING: OPENING
Welcome and thank the staff member for making time to meet. Explain the aim is to explore their development goals and, if they are interested, their career aspirations. Whilst development planning is ‘owned’ by the staff member, your role as a manager is to by sharing information about future trends in the team, organisation, industry and profession and how these will shape the future or work as well as to help connect the individual with people and development/career opportunities.
### START WITH STAFF SELF-REVIEW & INSIGHTS
Ask the staff member to reflect on development to date: activities, progress and key learnings. Ask what feedback they have received as well as what they enjoyed doing.

### PROVIDE FEEDBACK ON DEVELOPMENT & DISCUSS
Share your thoughts on successes. Discuss any impacting circumstances. Offer constructive feedback where your perspective on development levels or expectations differ from the staff member’s.

### ACHIEVE CONSENSUS & CONCLUDE
Summarise the discussion. Confirm whether any existing development goals and actions are to be carried over.

#### LOOKING FORWARD

**INTRODUCE ‘LOOKING FORWARD’**
Discuss the year ahead including strategic priorities and anticipated changes both for the organisation and for this role.

**START WITH STAFF SELF REVIEW & INSIGHTS**
Ask the staff member where they would like to focus their development for the coming year – current role, moving within the organisation and/or progressing their career aspirations? Listen to their ideas and aspirations. Encourage them to stretch themselves, set a personal best in terms of development and/or adopt a growth mindset.

**PROVIDE FEEDBACK & DISCUSS**
Ask questions to help shape and strengthen the quality of the staff member’s goals. Highlight any synergies with MQ’s strategies and new ways of working and/or the re-shaping of work in industry and/or the profession.

**EXPLORE POSSIBLE DEVELOPMENT ACTIVITIES**
Using the 70-20-10 principle, and the staff member’s learning preferences, ask for and suggest possible development activities.

**ACHIEVE CONSENSUS & CONCLUDE**
Summarise the discussion. Agree development goals. Commit to supporting the staff member’s goals. Agree development actions ie who does what (if they have been identified at this stage).

### AFTER THE MEETING

#### ACTION ITEMS
- Ask the staff member to update their PDR
- Support, where appropriate, requests for development
- Look for opportunities to support this individual development and career goals
- Diarise (1) your action items and (2) a follow up conversation in 3 to 6 months to check-in

### My notes to prepare for a conversation:

### ACTION ITEMS

- [ ] Ask the staff member to update their PDR
- [ ] Support, where appropriate, requests for development
- [ ] Look for opportunities to support this individual development and career goals
- [ ] Diarise (1) your action items and (2) a follow up conversation in 3 to 6 months to check-in

### Finalise conversation, next steps & follow up