

Your Performance and Development Plan



High Performance

is a set of behaviours and norms that leads an organisation to achieve superior results by setting clear business goals, defining employees' responsibilities, creating a trusting environment, and encouraging employees to continuously grow and reinvent themselves.

Agenda

This presentation will cover our new Sky News Performance, Development + Reward Approach.

We included a number of topics here to help you get an understanding of the importance of being a high performer and how you can achieve this performance.

In this session, we will discuss about:

- What are Key Performance Indicators (KPIs)/Goals
- What Sky News Key Performance Indicators/Goals are for this financial year
- How do they relate to our Executive's Goals
- How do these relate to you personally (your Goals will be aligned to your Executive's Goals)
- Understand how your performance will be assessed
- Your Personal Development Plan
- Exercise: A rough draft of your goals (KPIs) and Development Goals for this financial year.

What are KPIs and Goals

‘A group of quantifiable measures that tells you whether Sky News is a success or has room for improvement. We focus on what we **MEASURE.**’

KPIs are cascaded from Paul Whittaker to his Executive Team (and Your Leader) and to **You.**

Sky News will be successful if we meet our KPIs.



Team (Your Leader) will base their specific measures on the part they will play in making Sky News a success.



Individuals will base their specific measures on the part they will play in making your Team a success.



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Why are Goals important?

Developing and tracking goals show how departments work together to achieve the company's goals.

Goals can also create a developmental atmosphere within your company.



Reason #1

Sky News has a proud history of growing our people professionally.



Reason #2

With our focus on what we need to achieve for this year, this framework is to give you focus and help you to become a high performing employee and.



Reason #3

Provide you with some tools to focus on where you'd like to be and how to get through targeted personal and professional goals.

SMART KPIs

Using the SMART criteria is an effective way to assess the relevance of a Goal and save time on chasing less important objectives.

Specific	What exactly needs to be achieved?
Measurable	Is the objective quantifiable and qualitative?
Achievable	Are you realistically able to achieve it?
Relevant	Does the objective relate to your role?
Time-framed	Does the objective have a realistic deadline?

How we achieve our Goals?

‘Company values, also known as corporate values or core values, are the fundamental beliefs upon which our business and its behaviour are based. They are our guiding principles that our business uses to manage out internal affairs as well as our relationship with customers.’

Our Values – Which will be locked into your General Goals

WE MAKE A DIFFERENCE

We are passionate about having an impact.

We aspire to improve the lives of our audiences and communities.

That's our business.

WE ARE PRINCIPLED

We understand the importance of integrity and trust.

We question and debate honestly and do what is right in every situation.

WE GET IT DONE

We are purposeful.

We do what we say and we always deliver results.

We have real pride in our work and take it, rather than ourselves, seriously.

WE PUSH THE BOUNDARIES

We are curious and we excel on creativity and imagination.

We look for opportunities to challenge and change the way things are done.

WE WORK AS A TEAM

We each play different roles, but our success is all about connection and collaboration: with our audience, our customers and our employees.



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The line of sight...

From our people's perspective

At Sky News, I

- Understand how my contribution aligns to the overall Sky News Objectives
- Create a plan for success that inspires me to be my best and allows me to play to my strengths
- Receive frequent, real-time feedback and coaching, from Leader who helps me adjust course when necessary
- Have access to career opportunities that are differentiated by performance



From a team's perspective

At Sky News, we....

- Provide frequent feedback and encouragement to keep our colleagues on course – operating rhythms
- Review and adjust our plans regularly to make sure we are responsive in a changing environment
- Collective alignment of purpose; and visibility of the teams and others at Sky News's goals



From Sky News's perspective

At Sky News, our Leader...

- Clearly communicates what Sky News's focus on KPIs mean to the team (Leader's goals)
- Align goals to our KPIs and understand how we all contribute to it.
- Provide real-time feedback, coaching and 'meaningful conversations' to grow our business through our people



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Your individual responsibilities



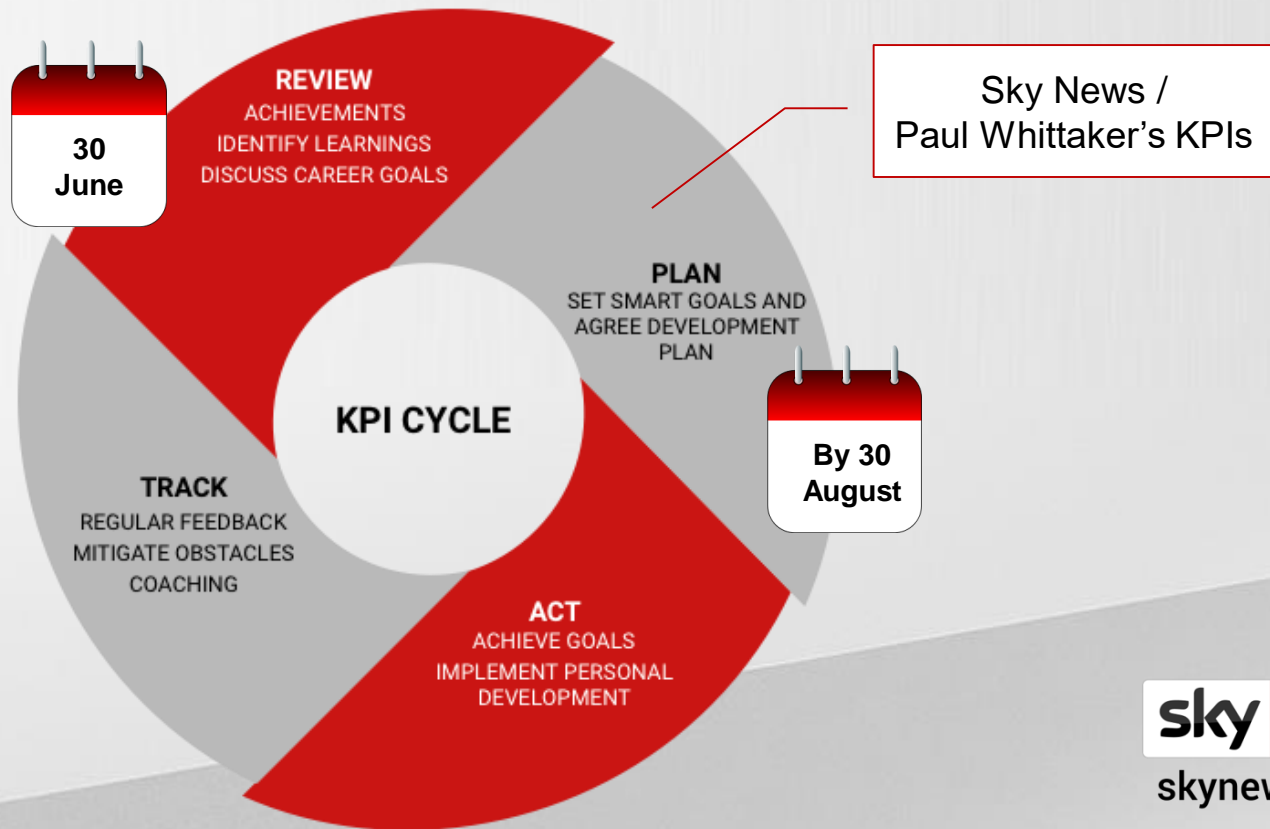
- Owning and driving your own performance and, with your Leader's help, setting your Goals
- Must have (or develop) a clear vision or goal for what you want to achieve
- Being accountable for your own performance, capability and behaviour
- Being open to feedback and taking on board where you need to improve
- Asking if there is a better way of doing things and doing it.

Leader's responsibilities



- Scheduling and initiating goal and career conversations with each team member
- Providing your team members with appropriate career development opportunities
- Providing regular, timely and objective feedback and coaching
- Giving people opportunities in their current roles to learn new skills and experience
- Reviewing progress and holding people to account for their performance and development

The Cycle



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Sky News Objective Setting FY20



A - Performance Outcomes

Name:

Position:

Leader:

Date:

Please identify what you will deliver for the next year based on your Leader's objectives. Please include the measures which will be used to review your performance against each objective at the end of year review in June 2020.

All deliverables must be aligned to Sky News goals. As a guide, 4-5 objectives are ideal. Please note, the optimal mix will depend on your role and your Leader's objectives. For more information on Company goals and your objectives, please speak to your Leader.

Objective	What I will deliver	Weight (combines to 100%)	What will be the measure of success?	Rating (at 30 June 2020)



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Performance and Development FY20



B – Development Plan

Name:

Position:

Leader:

Date:

- What are your **key strengths**?
- What are your **development priorities** in your current role over the next 6-12 months?
- What **steps/actions/activities** you will take to achieve these priorities?

When creating your development plan please ensure that you apply the 70/20/10 rule:

%70
ON THE JOB
DEVELOPMENT
e.g. new experiences or challenging assignments

%20
LEARNING
FROM OTHERS
through relationship development, coaching and shadowing

%10
FORMAL
TRAINING EVENTS
e.g. an online or face-to-face course

Strengths			
Development Priorities	What am I going to do?	What does success look like?	What support do I need?

What roles or teams do you aspire to work in over the next 1-3 years?



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Performance and Development FY20



C – End of Year comments (to be completed by 31 July)

Name:

Position:

Leader:

Date:

Use this section to reflect on your achievement of your goals and areas for improvement from the second half of the year.

Reflect both 'what' you have achieved and 'how' you have achieved it through your behaviour.

Please email your end of year review to hr@skynews.com.au

Employee Comments	Leader Comments
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Overall rating for performance across the full 2020 Financial Year:	

Performance Rating Options:

- (O) Outstanding** Consistently delivers above all agreed objectives of role and is a role model for company values
- (EE) Exceeds Expectations** Delivers above agreed objectives of role and lives all company values
- (ME) Meets Expectations** Meets all expectations of role and operates at level required; lives all company values
- (PM) Partially Meets Expectations** Meets some, not all objectives of current role and/or demonstrates some, not all company values
- (RM) Rarely Meets Expectations** Does not meet objectives of current role, significant improvement required

Our Values:

- WE MAKE A DIFFERENCE** We are passionate about having an impact. We aspire to improve the lives of our audiences and communities. That's our business.
- WE ARE PRINCIPLED** We understand the importance of integrity and trust. We question and debate honestly and do what is right in every situation.
- WE GET IT DONE** We are purposeful. We do what we say and we always deliver results. We have real pride in our work and take it, rather than ourselves, seriously.
- WE PUSH THE BOUNDARIES** We are curious and we excel on creativity and imagination. We look for opportunities to challenge and change the way things are done.
- WE WORK AS A TEAM** We each play different roles, but our success is all about connection and collaboration: with our audience, our customers and our employees.



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Exercise

How to align my
Personal Goals To
my Leader's
Goals?



Cascading KPIs

1. Understand Sky News 2020 Goals/KPIs

2. Understand Leader's Goals

3. Identify Your Goals

01

- What do the KPIs and Values mean for your team?

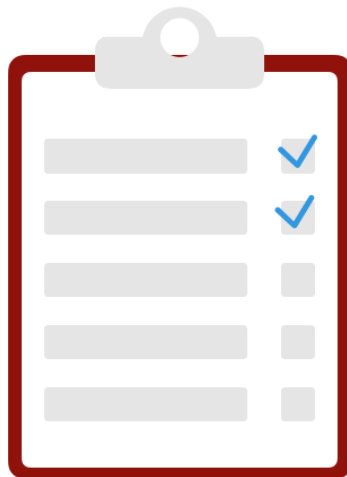
02

- What's my team's contribution to Sky News's KPIs?

03

- What is my contribution towards achieving my Leader's Goals?
- What Values should I demonstrate?
- How can I track my success?
- How can I make sure I've developed myself and grown?

Setting Goals Cheat Sheet

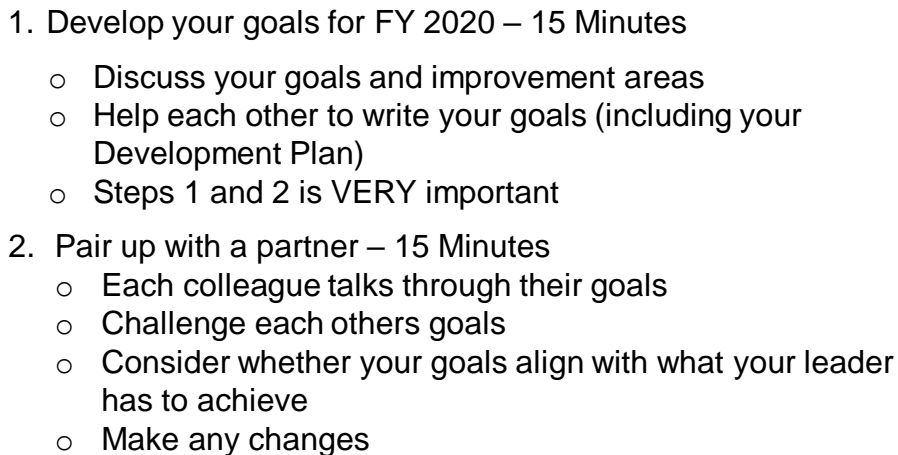


- 01 Read Sky News Goals
- 02 Review your Executive's Goals (handout)
- 03 Write down your goals and development areas for the year (handout)
- 04 Do a SMART review
- 05 Share your goals with a colleague
- 06 Fine tune and organise a meeting with your Leader to discuss

Goal-Setting Practice



**Practice
Makes
Perfect**

- 
1. Develop your goals for FY 2020 – 15 Minutes
 - Discuss your goals and improvement areas
 - Help each other to write your goals (including your Development Plan)
 - Steps 1 and 2 is VERY important
 2. Pair up with a partner – 15 Minutes
 - Each colleague talks through their goals
 - Challenge each others goals
 - Consider whether your goals align with what your leader has to achieve
 - Make any changes

Total Time: 30 Minutes

What's Next?

Schedule a meeting with your leader prior to mid-August

- Discuss your Team's KPIs
- Agree top priorities and form an action plan – what should be done first and in what order
- Identify a maximum of 3-5 SMART Goals or KPIs for the year. These need to be Specific, Measurable (so you know if you've achieved it or not), Achievable, Realistic and Timed
- Critically assess your existing skills and capabilities. Think about whether you have the technical skills and experience to do your role.
- Consider feedback (from Key Stakeholders) and Career Goals and set development plan for next half year.

Meet with your Leader after 30 June 2020 to review performance (IMPORTANT TO CHECK IN QUARTERLY)

- Review your KPIs - using the **5 Rating Options** (1- Outstanding, 2 - Exceeds Expectations, 3 - Meets Expectations, 4 - Partially Meets Expectations, 5 - Rarely Meets Expectations)
- Be open - both on what you're doing well & what you can improve on
- Celebrate your achievements
- Be specific with examples when you're discussing their performance
- Focus on outcomes & future
- Your leader will want you to explain what you did & what the outcomes were.
- Think about what they could do differently next time
- No one is perfect, review development areas – you may want to include in actions in their development plan.

Performance Plan Operating Rhythm

SMART Objectives



Good luck.



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