

Conducting an APD Conversation

When conducting an APD conversation there are a number of key elements that need to be discussed with your staff member:

- Review of the past year
 - Progress against goals
 - Achievements outside of goals
 - Feedback that may have been received
- Career aspirations of your staff member/s
- Development goals, and
- Goals for the year ahead.

The following is an example (only) of how a Supervisor might allocate time to each of the elements of the APD conversation, based on a one hour meeting; these timeframes can be extended according to your needs.

Duration	Key messages	Coaching questions (examples)
Pre-meeting (4-6 weeks prior)	Set context <ul style="list-style-type: none"> • Outline the intention of the conversation • Outline how the conversation will run • Provide an agenda, including the order of content, and time allocated for each part of the conversation • Invite any other agenda items • Detail any preparation required (in Workday) 	<ul style="list-style-type: none"> • I have planned for this conversation to cover X, Y and Z, how does this land with you? • What else would you like to cover? • I've added some timeframes to keep us on track, but if you think these should flex, please let me know.
2 mins	Open the conversation <ul style="list-style-type: none"> • Confirm meeting context and purpose (from pre-meeting) 	<ul style="list-style-type: none"> • How does this sound? • What else would you like to add?
15 mins	Review the past year <ul style="list-style-type: none"> • Review the goals set ~12 months prior and progress toward achieving these goals. • Discuss the other achievements from the year that might not have been part of the goals set for the year. • Discuss the highlights of the year and areas for further improvement. • Discuss any feedback that may have been provided during the year by peers, leaders, collaborators, and others as applicable. 	<ul style="list-style-type: none"> • How did you track in achieving your goals? • What were the things you think went well? • What things do you think can be improved in future? • What is something you are most proud of that you achieved this year? • What feedback have you received on your performance and development this year? • What were your reflections on this feedback?
10 mins	Career aspirations <ul style="list-style-type: none"> • Focus on career development, exploring mid-range (2-5 years) and/or long-range (5-10+years) career goals 	<ul style="list-style-type: none"> • What are your career aspirations? • Where would you like to progress to in 2-5 years? • What development might you need to do to prepare you for this? (links to development goals below)

Conducting an APD Conversation

Duration	Key messages	Coaching questions (examples)
15 mins	<p>Development goal/s</p> <ul style="list-style-type: none"> Identify strengths <ul style="list-style-type: none"> - discuss areas of strength, and what development goals (using 70:20:10) could be used to enhance these strengths Identify areas of development <ul style="list-style-type: none"> - discuss any skills gaps, and possible development opportunities (using 70:20:10) to fill these 	<ul style="list-style-type: none"> What are the areas you feel you're particularly strong in? What would you like to get better at? Or What are your weaknesses? What brings those out? What are your learning preferences (formal learning, peer-to-peer/social learning, applied/experiential learning)? What skills do you think you need to build on this year to help you achieve your goals? How can I best support you in your development?
15 mins	<p>Goals for the year ahead</p> <ul style="list-style-type: none"> Goals for the year to come <ul style="list-style-type: none"> - align these to organisational and team goals, and position description - these can include optional stretch goals and passion projects, if time and performance allows Plan to achieve each goal. What support is required? 	<ul style="list-style-type: none"> If we think about our organisational and team goals for the coming year, what goals do you think you'd like to achieve? <ul style="list-style-type: none"> - agree or alter as needed What actions might you need to take to achieve this goal? <ul style="list-style-type: none"> - agree or alter as needed What support do you need to achieve this goal <ul style="list-style-type: none"> - line manager/resources/other teams
5 mins	<p>Recap and close</p> <ul style="list-style-type: none"> Briefly recap the discussion Thank the team member for their insights and for actively participating Allow some time (post-meeting) for reflection and check in at an agreed time point Outline agreed next steps 	<ul style="list-style-type: none"> Did I reflect our conversation correctly? Is there anything you would change, or anything we need to add? The next steps from here are ...

There may also be cases where a follow up meeting is required, for example where:

- There is disparity between a staff member and supervisor on the rating of performance from the previous year;
- The staff member would like time to rework goals in response to feedback
- Ambitious goals require a detailed action plan to support their achievement
- Greater focus on a development plan is needed

If you need assistance in these circumstances, please contact your local HR Client Partnering team, AskHR, or organisationaldevelopment@uq.edu.au