



Part 1 RYP Overview

What is RYP?

Realising Your Potential (RYP) is our Performance Management process.

It is a six-monthly process where you and your manager set and agree performance objectives, development plans and discuss [career aspirations](#). Performance objectives and development plans are aligned to your role and our business targets.

RYP conversations are essential for ensuring your manager communicates their expectations of you clearly and holds you accountable for achieving performance objectives.

Increased focus on performance

RYP will focus on your:

1. Performance outcomes and how you are meeting your performance objectives.
2. Development plan, career aspirations and reflections in support of your performance.

Six-monthly performance reviews

You will participate in two formal six-monthly performance reviews in any 12 month period - one primary and one secondary conversation. RYP conversations and updating the RYP system should occur during the two six-monthly performance review windows:

- **1st May to 31st July.**
- **1st December to 28th February.**

RYP online system

The online RYP system is available in "[Your Career Profile](#)". It is easy to navigate and in addition to RYP, contains [Success Profiles](#), Assessments, [Career Profile](#), Mentoring and [Training Needs Analysis](#).

Key features of the RYP system include:

1. Data can be accessed by employees and managers at any time.
2. Performance objectives and/or development plans can be added or edited at any time.
3. A manager's dashboard displays the status of their employees' RYP activity.

Your role in RYP

As an employee, you are expected to:

1. Participate in a quality RYP conversation with your manager every six months.
2. Create performance objectives and development plans.
3. Update the online RYP system.
4. Monitor your progress.
5. Achieve your performance objectives and development plans.

Part 2 Performance Review

RYP performance reviews will focus on your:

1. Performance against set performance objectives.
2. Development plan, career aspirations and reflections in support of your performance.

Performance objectives

Performance objectives should align and link explicitly to your:

- Current role.
- Day-to-day accountabilities and responsibilities.
- Role's contribution to your team/project objectives.
- Team/project and business group contribution to overall business targets and strategy.

Performance objectives can be added or edited at any time in the online RYP system.

You are accountable for meeting your performance objectives. At the end of each six-monthly review you will [rate](#) and comment on each individual performance objective as part of the process and rate your [overall](#) performance.

Your manager is accountable for actively monitoring your progress and for assessing how well you are meeting your performance objectives. Your manager will rate and provide feedback on each [individual](#) performance objectives, select an overall performance [rating](#) and provide overall comments.

Your role in reviewing and setting objectives

When reviewing your performance objectives and setting new objectives ensure:

1. Performance objectives are relevant, aligned to your role and business targets.
2. Performance objectives met [SMART](#) criteria i.e. **S**pecific, **M**easurable, **A**chievable, **R**elevant (and **R**ealistic) and **T**ime bound.
3. Performance objectives are linked to one or more performance objective categories.
4. The appropriate Safety performance objective is included in your RYP.

Assigning performance objective categories

There are five new performance objective categories. You can select one or more to reflect the essence of the performance objective.

Safety: examples include the three safety performance objective provided.

Markets & Clients – TAP: examples include objectives focusing on building client relationships, generating new business, increasing client satisfaction results, learning about clients, managing clients, and networking with clients.

Optimising Profit: examples include objectives focusing on meeting targets, increasing profit, reducing costs, generating more business, improving cash flow, achieving project margins, increasing efficiency, and collaborating across teams/business groups.

Delivering Projects: examples include objectives focusing on delivering quality work, meeting deadlines, achieving project objectives and meeting project targets.

Sustainability: examples include understanding your clients' sustainability targets.

Performance objective ratings

As part of each six-monthly performance review you will need to assess each performance objective, and select a performance rating for each individual performance objective. There are six performance objective ratings:

Significantly exceeds expectations

1. Exceptional delivery of a challenging objective (e.g. time, quality, cost).
2. No supervision required and coached/mentored/trained others.
3. Took the initiative to go the extra mile and made a significant impact on others (e.g. client, business, team, process, profit).

Exceeds expectations

1. Exceptional delivery of the objective (e.g. time, quality, cost).
2. No supervision required.
3. Took the initiative to go the extra mile and made some impact on others (e.g. client, business, team, process, profit).

Meets expectations

1. Delivered the objective (e.g. time, quality, and cost).
2. Some supervision required on important aspects.
3. Followed instructions to go the extra mile and made an impact on others (e.g. client, business, team, process, profit).

Mostly meets expectations

1. Mostly met the objective but a key aspect was missed (e.g. late, re work, over budget).
2. Extensive supervision required on important aspects.
3. Followed instructions but with little impact on others (e.g. client, business, team, process, profit).

Below expectations

1. Did not deliver the objective.
2. Extensive supervision on all aspects was required.
3. Did not follow instructions and/or desired impact on others (e.g. client, business, team, process, profit) was not achieved.

In progress or N/A

1. The objective remains in progress and will be continued into the next six monthly performance review.
2. Or is no longer applicable.

Your guide to selecting a performance objective rating

When rating each performance objective consider your ability to meet the **first** descriptor as the key to your decision.

The second and third descriptors may help you to explain why you chose a particular rating.

Overall performance ratings

As part of the six-monthly performance review you will need to assess your overall performance and select **one** overall performance rating. There are five overall performance ratings to choose from.

Significantly exceeds expectations

1. Consistently delivers exceptional performance in the role.
2. Consistently exceeds client expectations.
3. Behaves in a way that consistently role models all PB values.
4. Exceeds all requirements of your Success Profile.

Exceeds expectations

1. Sometimes delivers exceptional performance in the role.
2. Sometimes exceeds client expectations.
3. Behaves in a way that role models some PB values.
4. Exceeds some requirements of your Success Profile.

Meets expectations

1. Delivers satisfactory performance in the role.
2. Meets client expectations.
3. Behaves in a way that is consistent with PB values.
4. Meets requirements of your Success Profile.

Mostly meets expectations

1. Often delivers satisfactory performance in the role but sometimes misses.
2. Often meets client expectations but sometimes misses.
3. Behaves in a way that is sometimes inconsistent with PB values.
4. Meets most but not all requirements of your Success Profile.

Below expectations

1. Delivers unsatisfactory performance in the role.
2. Rarely meets client expectations.
3. Behaviour is not well aligned to PB values.
4. Meets few requirements of your Success Profile.

Guide to selecting an overall performance rating

When rating your overall performance you will consider your ability to meet all of the **first three** descriptors. These are the key factors in your manager's decision.

The fourth descriptor may help your manager to explain why a particular rating was chosen.

Development plans

The RYP system has a separate section for you to enter individual development activities. Multiple activities form your development plan. Development activities can now be linked to competencies in Success Profiles and your identified [mandatory training needs](#) (a Training Needs Analysis component in Your Career Profile). The TNA defines the mandatory training your manager has defined as being required for your role. It also contains some recommended or completed training from PBU.

Development activities should support your performance and career goals. Development activities can be added or edited at any time in the RYP system.

Setting development plans

When setting your development plans ensure that development activities:

1. Close current skill/knowledge gaps.
2. Close mandatory training requirements identified in your [TNA](#).
3. Assist in supporting and increasing your performance outcomes.
4. Align to your career aspirations.
5. Meet [SMART](#) criteria i.e. **S**pecific, **M**easurable, **A**chievable, **R**elevant (and **R**ealistic) and **T**ime bound.

When defining development activities consider the [70:20:10 formula](#); your Success Profiles; competency assessment findings and your identified training needs.

Career aspirations

At the end of each performance review you will complete the career aspirations section. This will assist you and your manager to discuss your career goals and possible next steps. Our [Career Pathways](#) material provides examples of common career progression routes and alternative careers to support you in this discussion. These are available on the [Career Pathways hub site](#).

Reflective questions

At the end of each performance review you will complete four reflective questions. This helps you discuss what you have done well; what you have learnt from activities that have not gone to plan; how you have lived PB's values and how you would like to be recognised by PB.

Overall comments & sign off

At the end of each performance review you will enter final comments. Once all the system entries are complete you can sign off your RYP for this performance review window. Signing off the performance review makes it read only.

You then create a new RYP for the next six months – this can include copying and/or editing in progress performance objectives and/or development activities, plus entering new performance objectives and development activities.

Part 3 About the six-monthly performance review

There are two formal six-monthly performance review windows for you and your manager to engage in quality conversations and update the RYP system. Each window offers the opportunity for a primary conversation or a secondary conversation to occur. It is up to you and your manager to determine what type of conversation to hold (i.e. primary or secondary). The two windows are:

- **1st May to 31st July** and
- **1st December to 28th February**

Primary and secondary conversations

Primary conversations are significant and result in the majority of previously set performance objectives and development plans being reviewed and new performance objectives and development plans being set.

Secondary conversations involve review and amendment of performance objectives and development plans. The timing of the primary and secondary conversation is up to you and your manager, as it will depend on whether your performance objectives are linked to financial targets or not.

Deciding on the conversation type

If your performance objectives are **not** directly linked to financial targets such as graduates, professionals and senior professionals roles you will have your six-monthly performance reviews as follows:

- Primary conversation held during **1st May to 31st July**.
- Secondary conversation held during **1st December to 28th February**.

If your performance objectives are **directly** linked to financial targets such as Directors, General Managers, Section Executives and Market & Client Leaders you will have your six-monthly performance reviews as follows:

- Primary conversation held during **1st December to 28th February**.
- Secondary conversation held during **1st May to 31st July**.

Focus of the conversations and system updating

Primary and secondary RYP conversations will focus on quality conversations and updating the RYP system. You will be required to:

1. Engage in an open and honest conversation about your performance and development.
2. Assess and rate each [individual](#) performance objective and select an [overall](#) performance objective rating.
3. Review development activities and progress against your overall development plan.
4. Discuss your career aspirations and answers to the reflective questions.
5. Provide overall comments and sign off the six-monthly performance review.
6. Agree on amendments, set new performance objectives and development activities for the next 6 months.

Part 4 About the online RYP system

The online RYP system is available in [Your Career Profile](#) by selecting the RYP icon (opposite). This system also contains Success Profiles, Assessments, Mentoring, Career Profile and Training Needs Analysis.



Key system features

Key features of the RYP system include:

1. Performance objectives and/or development plans can be added or edited at any time.
2. Data can be accessed by you and your manager at any time.
3. Navigation and printing of individual RYP reviews is quick and easy.
4. Access is directly via an external website (<https://pb.profilingonline.com/Login.do>).
5. A manager's dashboard displays the status of their employees' RYP.
6. Success Profile competencies and mandatory training from your TNA can be imported into your development activity.
7. Separate sections to record:
 - Performance objectives.
 - Individual development activities.
 - Career aspirations.
 - Your responses to the reflective questions.
 - Final comments.
 - Employee signs off.

You are **not** required to:

1. Wait until your manager initiates RYP – the system is always open.
2. Transfer your RYP to your manager – what you have entered is available to you and your manager in real time.

RYP Online System Support tools are available in the [RYP Online System support](#) page in the RYP Toolbox.

Part 5 Available employee resources

There are a wide range of tools and resources to assist you to have successful RYPs, set [SMART](#) performance objectives, complete development activities and meet career aspirations. Some of the employee resources are outlined below.

Using Success Profiles in RYP

You can use [Success Profiles](#) and [Career Profile](#) to assist your RYP conversation. For example:

- Complete a self-assessment in Core, Functional and Job Family competencies.
- Reflect on the [Success Profile](#) for your role.
- As a manager or leader initiate a [360 degree Leadership Survey](#) and then participate in a formal debrief (takes approximately four weeks from survey initiation to feedback session).
- Review the [Success Profiles](#) of a future role that you might be interested in.
- Update your Career Profile information in [Your Career Profile](#).

RYP resources

The [Realising Your Potential \(RYP\) toolbox](#) holds many resources for you on completing the RYP process and development activities. Examples include:

1. [RYP Employee Guides](#).
2. [RYP Employee Tools & Tips](#).
3. [System "tell me" and "show me" examples](#).
4. [Development Activities](#).
5. [Questions and Answers](#).
6. [Training Needs Analysis guides](#).
7. Lunch and learn "RYP information sessions".

Contact your People Advisor or LearningandDevelopment@pb.com.au.

Other supporting resources

Development opportunities can be found

<http://ap.hub.pbworld.com/Support/People/LearnDevelop/default.aspx>

Success Profile resources can be found

http://ap.hub.pbworld.com/Support/People/LearnDevelop/Resources/SP_Home.aspx

Career Pathways resources can be found

<http://aphub.onepb.net/Support/People/LearnDevelop/Resources/CareerPathwaysInfo.aspx>

Career Development Framework resources can be found in the Career Development hub

<http://ap.hub.pbworld.com/Support/People/LearnDevelop/Resources/CareerPathways.aspx>