



## Transforming performance and goals at YNSW – A system is just the start

Mark Kennewell  
HR Manager, YNSW



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## Acknowledgement to Country

The Y NSW acknowledges the Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands and waters on which we come together to learn, share and grow. As the earth's most ancient culture, we respect their historical and continuing spiritual connections to country. We pay our respects to Elders past and present, and to young Aboriginal and Torres Strait Islander peoples for they hold the continuation of cultural, spiritual and educational practices in their hands.

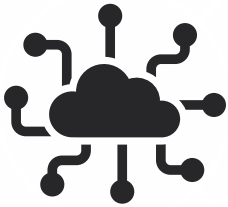
We believe in the power of inspired young Aboriginal and Torres Strait Islander peoples.



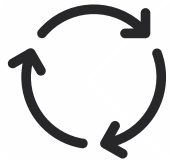
# Key outcomes



Understand the need to talk to your business about what will work for them



Understand the importance of aligning system to strategy and values



Understand that a system is just the beginning of a Performance Culture

# Overview

Who we are?

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The whY?

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The what?

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The how?

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Where to next



WHO WE ARE?



# Who are the YMCA?

- Oldest and largest youth organisation in the world - 179 years old
- 58 million members globally
- State based associations make up Y Australia
- Globally united by belief statement



*We believe in the power  
of inspired young people*

# Who are the YNSW

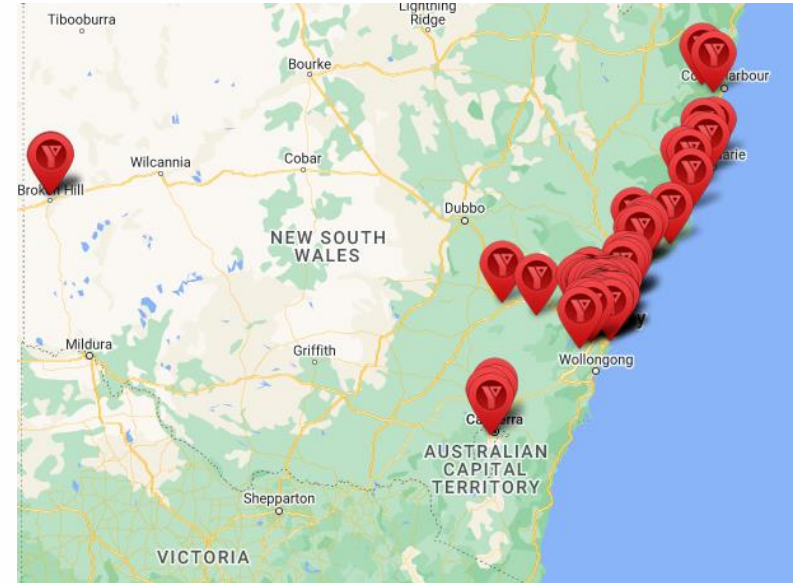
NSW Branch of the YMCA

Our Service Lines

- Children's Services
- Recreation & Camping
- Youth and Community Programs

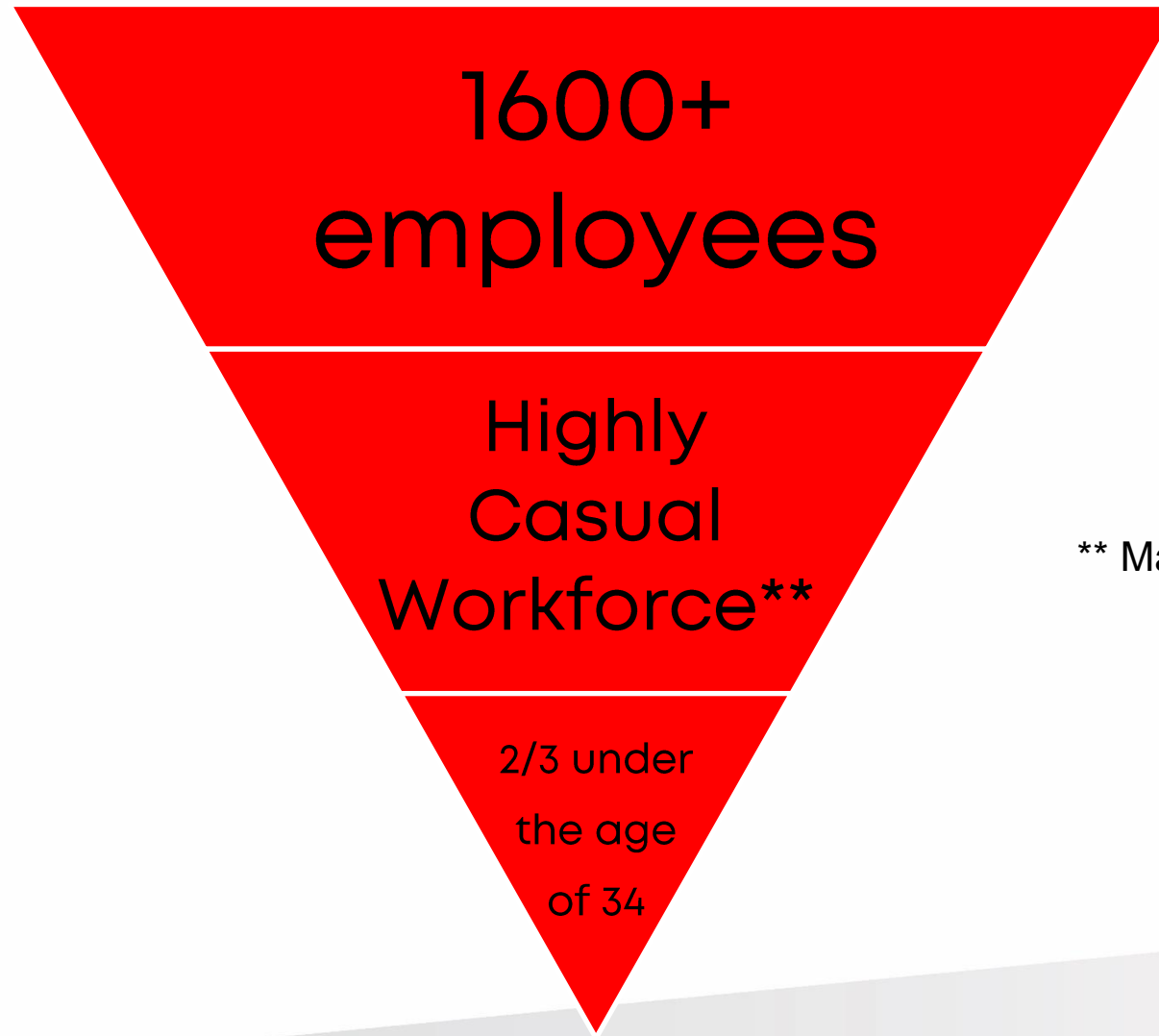
Made up of:

- 53 OSHC services,
- 28 Recreation sites,
- 7 Youth and Community locations
- Support Services across NSW and the ACT





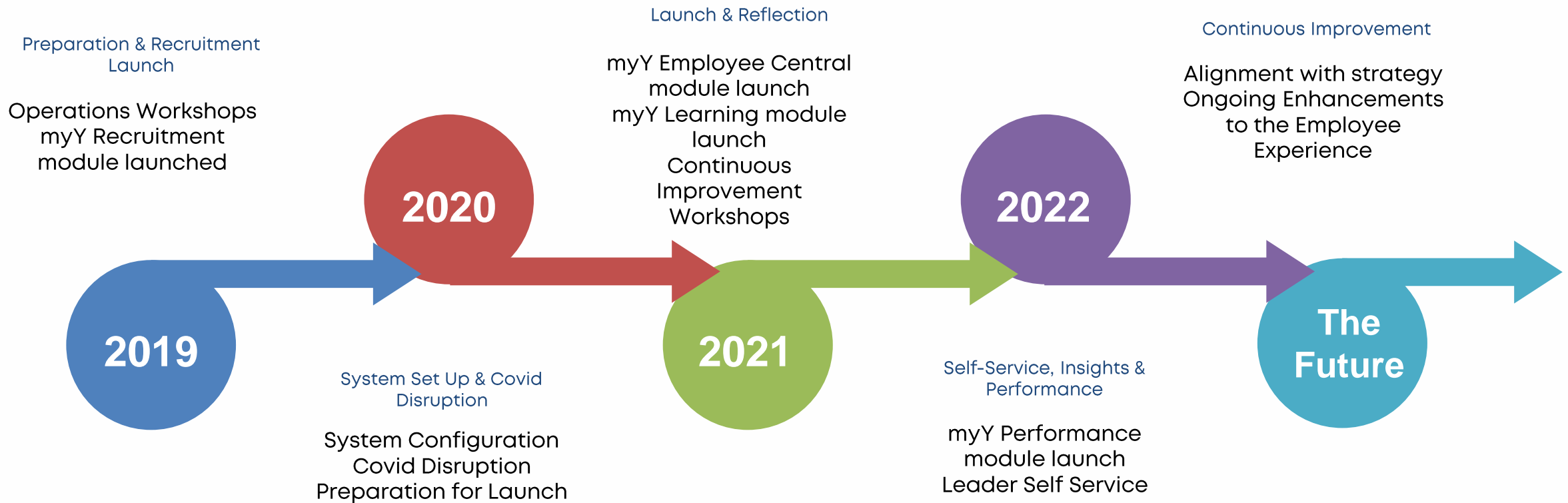
# Who We Are – Our Workforce



\*\* Many hold multiple positions

THE WHAT?

# The Story So Far



THE WHY?



# Why We Did it – Internal Environment

- Employee Engagement Survey
  - High Engagement Scores
  - Strong Commitment, strong Job Satisfaction
  - Low intention to stay
- Belief
- Compliance

*We believe in the power  
of inspired young people*



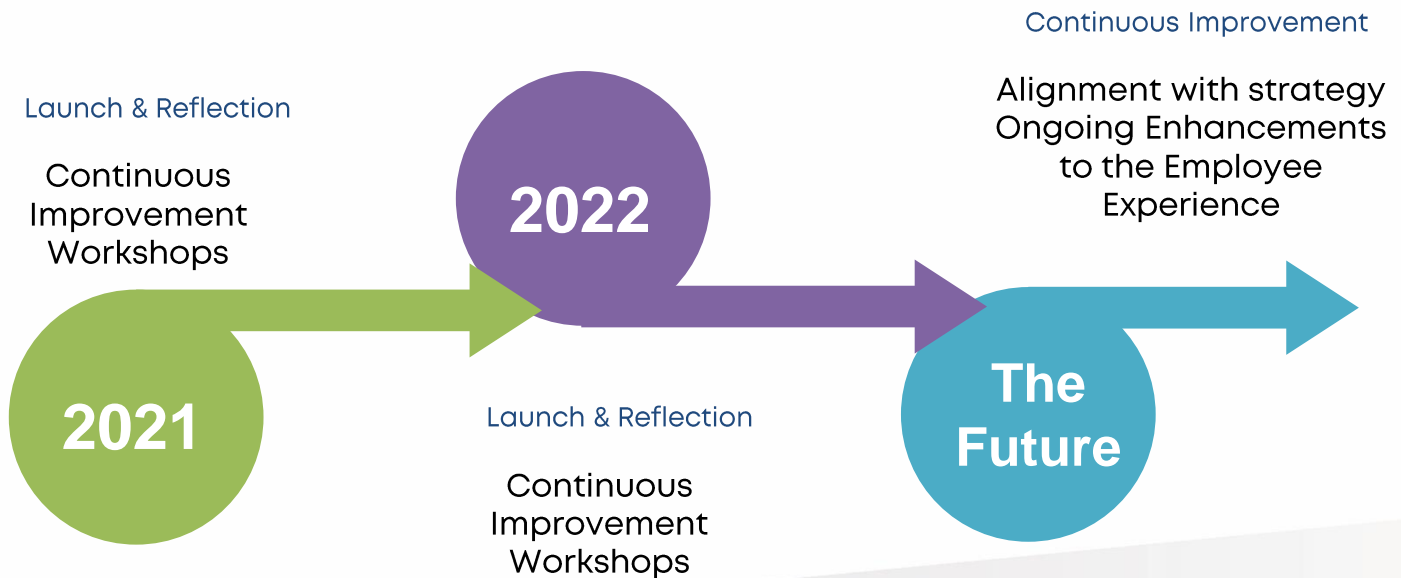
# Why We Did it – External Trends

- Only 2% of HR Leaders believe their Performance Management System delivers exceptional value (Mercer, 2019)
- Only 20% of Employees believe their performance is managed in a way that motivates them to do outstanding work (Gallup, 2018)
- 49% of organisations feel that millennials are moving into management positions before they're ready
- Leading organisations are scrapping the Annual Review – moving to more immediate, meaningful, timely feedback



WHAT WE DID

# What We Did – Seeking Feedback





# What We Did – Defining our process



# What We Did – Defining our Goals

Select Objective from the Library

Select objective to add from the library. Click the icon to expand categories. You will be able to modify the objective in the next step.

✓ 1. YNSW Goal Library

✓ Customer

☐ Contribute to improved customer retention rate

Increase customer retention \_\_% by (date)

☐ Contribute to improved/increased Net Promoter Score

Organisation average 75% NPS

> Financial

> Internal

> Mission, Vision and Values

> People

> Safeguarding Children and Young People

> Safety

> 2. General Goal Library

Cancel

Back

Add Selected




# What We Did – Development Goals

## Learning Activities by Competency

☒ View only Items/Programs that help me close competency gaps

Assign

▼ Competency: General - Decision Making | Current Rating: N/A Expected Rating: N/A

Item/Program	Rating Provided	Select
 <b>1 Minute Business Cases and ROI</b> ( eLearning content GO1_180 ) <i>External Course</i> Course Overview At some point you will need to ask for money for something at work and may need to justify the expenditure. Knowing how to put a simple business case together with some promise of a return on investment (ROI) can really help your chan <a href="#">more</a>	1	<input type="checkbox"/>
 <b>Developing an Effective Business Case - Developing an Effective Business Case</b> ( eLearning content GO1_200 ) <i>External Course</i> Presenting a business case to the executives of your company is a daunting task. You need to put time and effort into business planning writing and presenting to be successful. This course prepares learners interested in the development of effective <a href="#">more</a>	1	<input type="checkbox"/>
 <b>Project Management - Projects and Corporate Strategy</b> ( eLearning content GO1_160 ) <i>External Course</i> Course Overview This is the only online course you need to acquire the business acumen to:Manage a project on your ownUnderstand how to structure projects in large medium and small organizationsBecome a project managerGet promoted and apply what you <a href="#">more</a>	1	<input type="checkbox"/>



# What We Did – Continuous Feedback

Our issue?

Employees in multiple roles,  
across multiple sites answering  
to different managers.


- Difficult to track performance
- Difficult to track development
- Less ownership of individuals

Request Feedback

Select people

Choose one or more people: \*

Select at least one person for this feedback

 Mel Hill

General Manager of Children Services (900904)

×

Enter a topic and at least one question.

Feedback Topic: \*

Embedding of strong performance practice within Children Services division.

Question 1:

What went well?

Question 2:

What could I improve on?

Question 3:

Any additional comments?

Send

Cancel

Our solution?

Identify a 'primary' manager  
and give structured feedback  
opportunities.




# What We Did – Continuous Performance

Activities / Meeting

Meeting with Natalie Thomas on 28 May 2023

Meeting History



Updates since your meeting 31 days ago

1  
New Activity

0  
Achievements

1  
Completed Activity

Discussion Topics (3)

☐ Key Strategic Initiative Update

☐ Parental Leave Process

☐ Conference Presentation

Discussion topic:

Enter a discussion topic here

Add

Activities

View by Status

View by Objective

+ Create Activity

Not Started (0)

In Progress (2)

Complete (1)

Cancelled (0)

Paused (0)

Parental Leave Procedure Review

In Progress · Updated today

Performance Conference Presentation

In Progress · Updated today

SCHADS award Review

Complete · Updated yesterday

Meeting Notes

Your notes are visible only to you.

Notes - 28/05/2023

B I U T

Paragraph

...

Discussed MasteringSAP Conference, identified key sessions of interest and methods to distribute learnings

Save

27/04/2023 - No notes.

Support

# What We Did – End of Year Review Form

Performance and Development Goal Plan FY21/22 - Operations for Mark Kennewell

 Mark Kennewell

Route Map   Performance and Development Review Process   End of Year Review   Performance Goals Achievement   Development Goals Achievement

End of Year Comments

\* Employee's Comments

B I U | | | : = E T | | Size |

Performance Goals Achievement

What do I need to do?

Please use this section to create, edit and review your individual business goals.

Mission, Vision and Values

Tangible demonstration of how the individual has lived and modelled the YNSW Mission, Vision & Values ✎

Not Started

This will be evidenced by demonstrating your individual contribution to one or more of the following key areas:

Visibly championed the YNSW commitment to recognising and embedding diversity, equity and inclusion.  
Demonstrated a commitment to the YNSW Mission and Vision by actively advocating and/or supporting a purpose initiative.  
Commitment to making a difference through the role modelling of the Y NSW Values.

Rating ⓘ  
○○○○○ Select a rating...

Employee's Comments

B I U | | | : = E T | | Size |

Achievements Objective Details

🔊 Support launch of Alternative Suspension program through business case review and recruitment support  
28/05/2023

THE HOW?

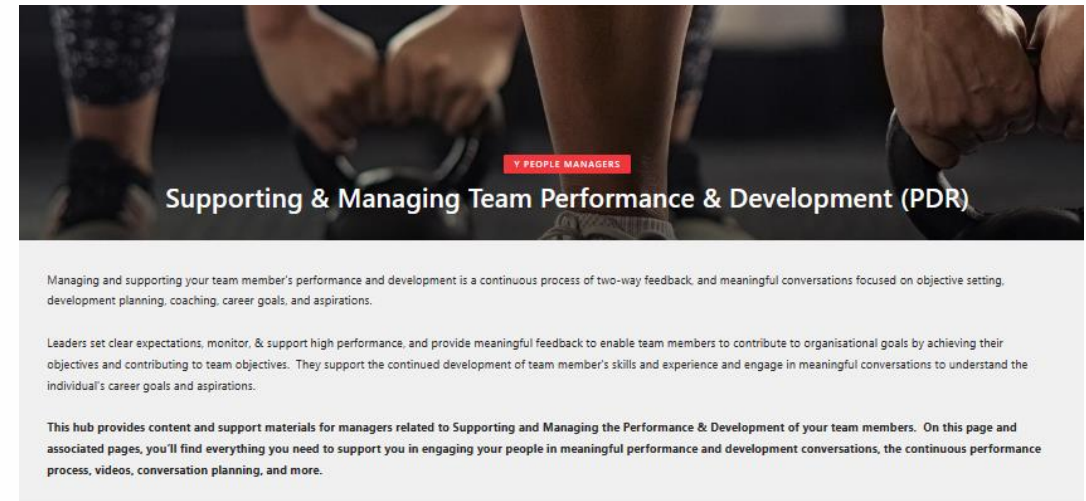
# Supporting the Change – Training Program

## Technical Stream

- Online Lunch and Learn sessions attended by all people leaders at YNSW
- Supported by 'Resource Hub' website with screenshots, step-by-step instructions and video tutorials

## Capability Stream

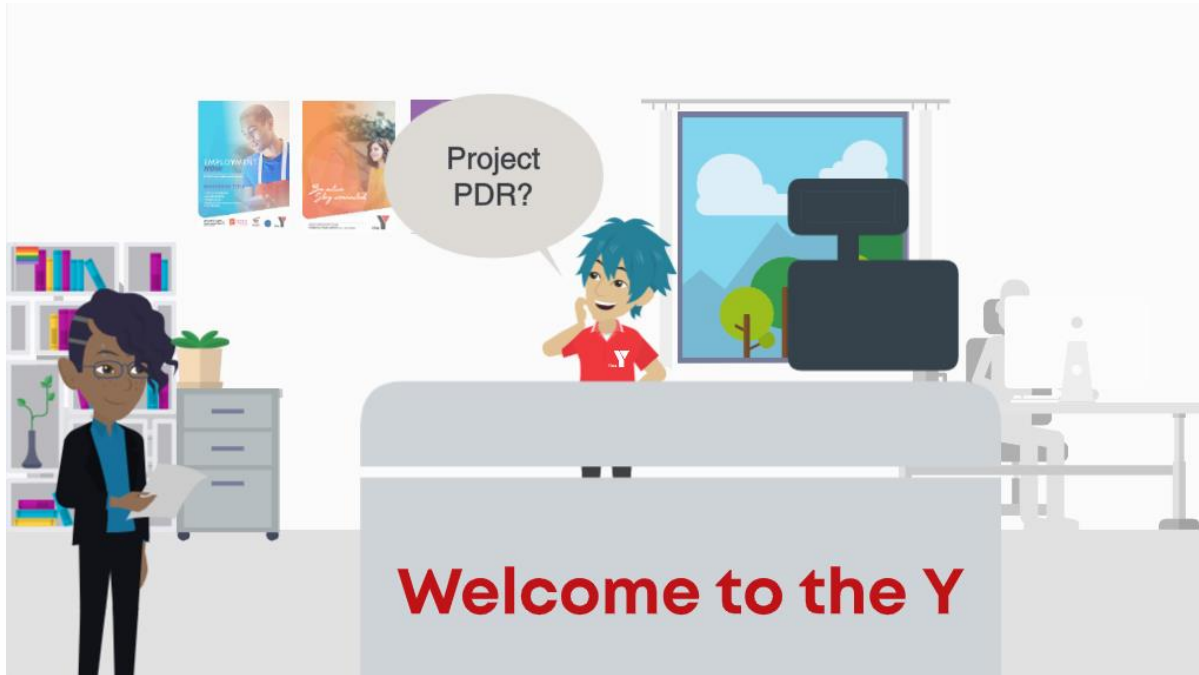
- Partnered with Blanchard Learning to use their 'Practical Performance Conversations' program for people leaders. Lunch and Learn sessions attended by all people leaders at YNSW
- Intranet page including conversation guides, demonstration videos and other resources



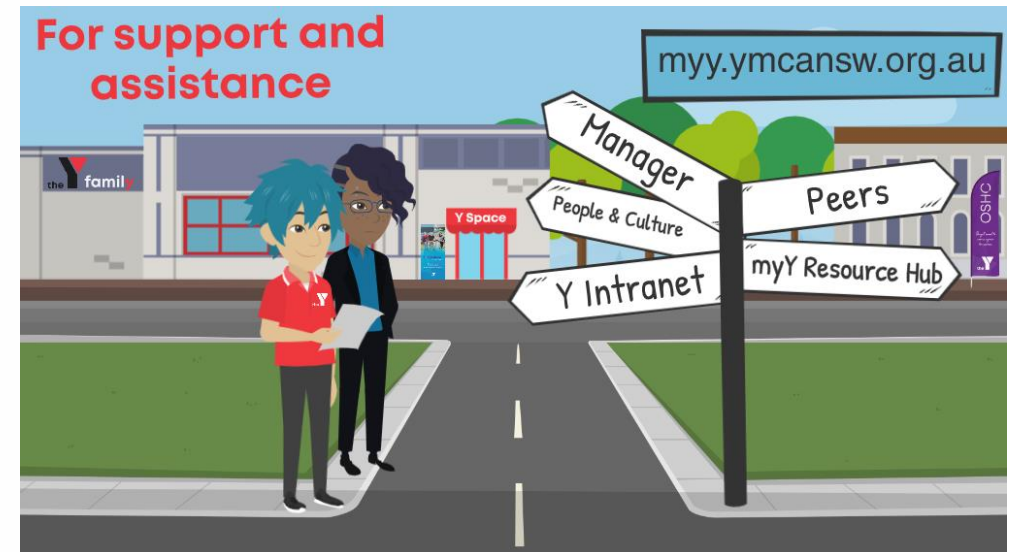
Essential Conversation Skills Start here →	The Continuous PDR Cycle	Managing PDR in myY
	Four Core Conversations - Supporting & Managing Performance (PDR)	Growth & Development Planning



# Supporting the Change – Communications



- Emails from CEO, People & Culture Leadership
- Mentions in CEO update newsletters and videos
- Posts on internal social media
- Animated video's – Alex and Merritt



WHERE TO NEXT

# What Next?

## Building Stronger, Better, Brighter – Strategy 2022-2025

the Y NSW Strategy 2022-2025



### THE FOUR GLOBAL PILLARS



Community Wellbeing



Meaningful Work



A Sustainable Planet



A Just World

### OUR SIX Y NSW STRATEGIC PILLARS

#### PILLAR 1

**Design and deliver an enhanced service offering that empowers young people**

Y NSW can demonstrate an empowerment model that is replicable and scalable

#### PILLAR 2

**Develop an engaged and effective workforce**

Y NSW has an engaged, diverse and capable workforce

#### PILLAR 3

**Develop and implement an enterprise approach to sustainability**

Y NSW has commenced development and implementation of the Sustainability policy position

#### PILLAR 4

**Grow Y NSW advocacy and influence**

Y NSW is known to be a strong advocate and influencer on issues and policies that impact children and young people

#### PILLAR 5

**Build and enhance digital capability**

Cost effective, innovative technology solutions that simplify Y NSW's landscape and connect its communities; providing a seamless digital experience and facilitating evidence based, data driven business decisions.

#### PILLAR 6

**Strengthen Y NSW financial position**

Year on year surplus, ability to make investment choices and diversified sources of income

### WHO WE ARE



#### OUR BELIEF

We believe in the power of inspired young people.



#### OUR MISSION

To enhance the well-being of children and young people in our communities and to influence the context in which they can thrive.

To empower young people and our communities to build a just, sustainable, equitable and inclusive world.



#### OUR VISION

A community where every person thrives in body, mind and spirit.

### OUR VALUES

*Caring. Honesty. Respect. Responsibility and Safety*

3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



13 CLIMATE ACTION



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



# Wrapping Up

- Who are we? - The Y NSW. Employer of over 1600 team members. Most Casual and under 34 years of age
- Why did we do this? - We believe in the power of inspired young people. We hope we have given them some inspiration
- What did we do? - Created a simple process, explained goals, developed a capability framework and aligned it to our strategy and values
- Supporting the change? - Communications, training, implementation and embedding support
- What's next? - Building Better, Stronger, Brighter & Delivering on our belief

Thank you





## How to Connect with Me

**E:** [Mark.Kennewell@ymcansw.org.au](mailto:Mark.Kennewell@ymcansw.org.au)

**M:** +61 476 767 634

**Li:** [linkedin.com/in/mark-kennewell/](https://www.linkedin.com/in/mark-kennewell/)