

# Becoming work ready

## First job performance expectations

After the employment contract has been accepted, job onboarding continues through to the first day of work until the end of the probation period. During this time, employers introduce the workplace culture, standards for behaviour, job performance and development.

Feeling nervous, anxious and excited about starting a new job is normal and manageable.

Plan and prepare	
<b>First day checklists</b>	Tips to help prepare for the first and subsequent days of a new job. <a href="https://www.fairwork.gov.au/find-help-for-young-workers-and-students/get-ready-for-work">https://www.fairwork.gov.au/find-help-for-young-workers-and-students/get-ready-for-work</a>
<b>Presentation and grooming</b>	Guide to personal presentation, standards of work wear and grooming: <ul style="list-style-type: none"> <li>• <a href="https://www.jobjumpstart.gov.au/article/why-personal-presentation-so-important">https://www.jobjumpstart.gov.au/article/why-personal-presentation-so-important</a></li> <li>• <a href="https://au.iora.com/blog/what-to-wear-at-work/">https://au.iora.com/blog/what-to-wear-at-work/</a>.</li> </ul>
<b>Work habits and etiquette</b>	Information on work habits, work etiquette, communication and attitude: <ul style="list-style-type: none"> <li>• <a href="https://headspace.org.au/explore-topics/for-young-people/starting-new-job/">https://headspace.org.au/explore-topics/for-young-people/starting-new-job/</a></li> <li>• <a href="https://cciwa.com/wp-content/uploads/2020/03/0220-Guide-for-Graduates-3.pdf">https://cciwa.com/wp-content/uploads/2020/03/0220-Guide-for-Graduates-3.pdf</a>.</li> </ul>
<b>Manage anxiety</b>	Tips to overcome insecurity and manage new job anxiety. <a href="https://www.psychologytoday.com/au/blog/state-of-anxiety/202305/12-tips-for-managing-new-job-anxiety">https://www.psychologytoday.com/au/blog/state-of-anxiety/202305/12-tips-for-managing-new-job-anxiety</a>
<b>Information overwhelm</b>	Plan how to capture and retain new information when starting a new job. <a href="https://hbr.org/2021/09/how-to-save-yourself-from-information-overload">https://hbr.org/2021/09/how-to-save-yourself-from-information-overload</a>

One aspect of a modern workplace onboarding experience is a first day induction that provides information on the job role and how it meets the business objectives. Inductions also introduce the supervisor, team, workplace, workspace and organisational culture, and ensures workplace health, safety and training requirements are met.

Inductions	
<b>Legislation</b>	The 2 industrial relations systems have similar induction requirements: <ul style="list-style-type: none"> <li>• State: <a href="https://www.commerce.wa.gov.au/sites/default/files/atoms/files/new_young_induction.pdf">https://www.commerce.wa.gov.au/sites/default/files/atoms/files/new_young_induction.pdf</a>.</li> <li>• National: <a href="https://www.fairwork.gov.au/sites/default/files/migration/715/Template-induction-checklist.docx">https://www.fairwork.gov.au/sites/default/files/migration/715/Template-induction-checklist.docx</a>.</li> </ul>

The commencement of the employment relationship initiates a 3-month probation period, offering both the employer and employee a chance to assess the suitability of the job.

Probation periods	
<b>Probation</b>	Basic training, meaningful work and regular feedback must be provided. <a href="https://www.fairwork.gov.au/starting-employment/probation">https://www.fairwork.gov.au/starting-employment/probation</a>
<b>Probation review</b>	A probation period review meeting is held to advise of successful or unsuccessful probation outcomes. Fair process and valid reasons are required to extend the probation period or terminate the contract of employment. <a href="https://business.vic.gov.au/tools-and-templates/three-month-probationary-period-review-guide">https://business.vic.gov.au/tools-and-templates/three-month-probationary-period-review-guide</a>

Onboarding experiences vary from basic programs with basic training and feedback to highly engaging experiential journeys that introduce the business systems, processes and people.

Onboarding	
<b>Employee checklists</b>	An example of an onboarding checklist of essential activities for new employees to complete to engage with colleagues, business and their job role. <a href="https://www.dewr.gov.au/employing-and-supporting-women-your-organisation/resources/onboarding-experience-resource">https://www.dewr.gov.au/employing-and-supporting-women-your-organisation/resources/onboarding-experience-resource</a>
<b>The First 90 days</b>	<a href="https://hbr.org/books/watkins">https://hbr.org/books/watkins</a> The First 90 days is a leadership onboarding approach with many adaptations: <ul style="list-style-type: none"> <li>• <a href="https://au.indeed.com/career-advice/starting-new-job/the-first-90-days">https://au.indeed.com/career-advice/starting-new-job/the-first-90-days</a></li> <li>• <a href="https://sourcesofinsight.com/doing-the-first-90-days/">https://sourcesofinsight.com/doing-the-first-90-days/</a>.</li> </ul>
<b>Manage upwards</b>	Communicating with a supervisor is an important skill to develop. <a href="https://hbr.org/2021/10/7-questions-to-ask-your-new-boss">https://hbr.org/2021/10/7-questions-to-ask-your-new-boss</a>

Businesses are continually improving their operations to be competitive. This means that employees need to be performing their role to a high standard. Businesses will usually set performance expectations in a plan with goals or targets and provide resources to develop your skills.

Performance expectations	
<b>Position description</b>	The job position description lists the performance expectations of the role. <a href="https://www.fairwork.gov.au/employment-conditions/performance-in-the-workplace">https://www.fairwork.gov.au/employment-conditions/performance-in-the-workplace</a>
<b>Annual plan</b>	This is an annual agreement that plans the employee's performance, goals, indicators, targets and training needs and is aligned to organisation strategy <a href="https://business.vic.gov.au/tools-and-templates/performance-and-development-agreement-plan-template">https://business.vic.gov.au/tools-and-templates/performance-and-development-agreement-plan-template</a>
<b>Regular feedback</b>	Regularly scheduled one on one meetings review the position description and annual plan and allow for constructive feedback to be shared. <a href="https://discoveryinaction.com.au/how-to-get-more-out-of-your-next-one-on-one-with-your-manager/">https://discoveryinaction.com.au/how-to-get-more-out-of-your-next-one-on-one-with-your-manager/</a>
<b>Annual review</b>	Annual reviews consider individual performance and behaviour against the position description and annual plan. This might be used to justify an increase in wage or salary, or one-off payment like a bonus or incentive. <a href="https://business.vic.gov.au/tools-and-templates/professional-development-plan">https://business.vic.gov.au/tools-and-templates/professional-development-plan</a>

When employees are not performing their role to a high standard, businesses must follow a fair process to first address underperformance before taking any formal disciplinary action.

Performance management	
<b>Under-performance</b>	A business' performance management policy defines underperformance and their process to address it with an employee. This may include written or verbal warnings, a performance improvement plan or disciplinary action. <a href="https://www.fairwork.gov.au/employment-conditions/performance-in-the-workplace#why-manage-performance">https://www.fairwork.gov.au/employment-conditions/performance-in-the-workplace#why-manage-performance</a>
<b>Fair process</b>	Employers must follow a fair process in all performance management: <ul style="list-style-type: none"> <li>• <a href="https://www.fairwork.gov.au/sites/default/files/migration/766/managing-underperformance-initial-steps-checklist.pdf">https://www.fairwork.gov.au/sites/default/files/migration/766/managing-underperformance-initial-steps-checklist.pdf</a></li> <li>• <a href="https://www.fairwork.gov.au/sites/default/files/migration/715/managing-underperformance-formal-steps-checklist.docx">https://www.fairwork.gov.au/sites/default/files/migration/715/managing-underperformance-formal-steps-checklist.docx</a>.</li> </ul>
<b>Performance improvement plan (PIP)</b>	Employers use a PIP to identify a specific performance issue to help the employee improve over a period time and meet their job expectations. <a href="https://www.fairwork.gov.au/sites/default/files/migration/715/performance-improvement-plan.docx">https://www.fairwork.gov.au/sites/default/files/migration/715/performance-improvement-plan.docx</a>
<b>Disciplinary action</b>	Employers must review the PIP outcomes. If underperformance continues, they have options for disciplinary action such as: <ul style="list-style-type: none"> <li>• providing formal written warnings</li> <li>• terminating the employment contract and dismissing the employee.</li> </ul> <a href="https://www.fairwork.gov.au/tools-and-resources/best-practice-guides/managing-underperformance">https://www.fairwork.gov.au/tools-and-resources/best-practice-guides/managing-underperformance</a>

Most organisations have a learning and development plan to help meet their business goals. Employees generally have the option to provide input into their professional development plan.

Learning and development (L&D)	
<b>Needs analysis</b>	Employees might provide input into a needs analysis to understand what skills or capabilities are needed for their job role and future career plans. <a href="https://www.jobsandskills.wa.gov.au/resources-employers/developing-your-workforce/training-and-development">https://www.jobsandskills.wa.gov.au/resources-employers/developing-your-workforce/training-and-development</a>
<b>Professional development plan</b>	Employees have individualised professional development plans. <a href="https://www.ahri.com.au/ahri-assist/employee-performance-and-development/performance-appraisal/development-plans">https://www.ahri.com.au/ahri-assist/employee-performance-and-development/performance-appraisal/development-plans</a>
<b>Continuous learning</b>	Lifelong or continuous learning is needed to maintain skills for work. <a href="https://www.thriveatwork.org.au/resources/lifelong-learning/">https://www.thriveatwork.org.au/resources/lifelong-learning/</a>
<b>Strengths based approach</b>	Positive psychology tool to identify strengths as a basis for professional development. <a href="https://www.thriveatwork.org.au/resources/strengths-based-development/">https://www.thriveatwork.org.au/resources/strengths-based-development/</a>
<b>Learning in the workplace</b>	Workplace L&D programs often take a 70:20:10 format: <ul style="list-style-type: none"> <li>• 55-70% is job experience: practice, extensions, challenges or rotations</li> <li>• 20-25% is social: buddy, coach, mentor, job shadow or collaboration</li> <li>• 10-20 % is formal education in person or online: training, workshops, programs, courses, conferences, professional association membership.</li> </ul>