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**Building Employer Confidence**

# **Feedback and complaints - Activity**

# Activity: Giving, receiving and actioning feedback

Here are some scenarios in which an employer might need to give, receive, or action feedback. Read through the scenarios and consider how you might respond.

You can review the importance of feedback, and read some tips in the General Feedback handout in the Resource Hub.

## Scenario 1

You manage a team that includes Kylie. Kylie has an intellectual disability and has low vision. She uses a screen reader to access digital written information. Where possible, Kylie prefers to dictate her messages using speech-to-text software.

When Kylie was hired 6 months ago, you met with her to negotiate her Key Performance Indicators (KPIs). It is now time for Kylie's performance review meeting. Kylie has not met her monthly targets consistently.

How could you address monthly targets with Kylie? Write down some ideas below, then review the suggestions provided on the next page.

### Here are some suggestions

- Use the [SBI™ model](#) to present this feedback: re-state the agreed KPIs, let Kylie know her current level of performance, and explain the impact on the team/organisation (for example, lower revenue than projected).
- Check that Kylie understands her KPIs.
- Ask Kylie why she has not been able to meet her KPIs.
- Ask Kylie what you could do to support her to achieve her KPIs.
- Allow time for Kylie to process the information you have given her and to think about her responses - this may include revisiting the conversation later.

### Work together to identify solutions to the barriers to meeting these KPIs

- Would Kylie benefit from additional training or support?
- Would Kylie benefit from access to other software or assistive technology?
- Would Kylie be more productive if her work arrangements were adjusted – for example, time and location of work?
- Would Kylie benefit from more regular meetings with you or another colleague?
- Are these KPIs realistic for Kylie? Should they be adjusted?
- Develop a plan for implementing the solutions you have both identified.
- Set a time within the next month to check in with Kylie.

### Scenario 2

During Kylie's performance review, she mentions that she has been feeling uncomfortable with another colleague, Michael. Michael is also part of the team you manage and sits at the desk next to Kylie.

Kylie tells you that Michael has complained to her about how she works. While Kylie uses headphones when using her screen reader, Michael has said the sound is audible and distracts him from his work. He frequently tells her to turn up the display brightness on her screen instead, as he thinks this will help her to see the screen better. Michael also finds her dictation distracting. He has said to Kylie, 'I know blind people who can touch type. You probably could if you tried.'

Kylie explains that she has been trying to avoid Michael as she is not sure how to respond to his comments. This means she has been spending longer periods away from her desk, which is affecting her productivity.

How could you address this? Write down some ideas below, then review the suggestions provided over the page.

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### Here are some suggestions

- Thank Kylie for giving you this feedback - let her know you will look into ways to address this. Make sure Kylie is aware of the Employee Assistance Program if she would like further support.
- Ask Kylie how she thinks this problem could be resolved.
- Arrange a time to speak with Michael as soon as possible - use the SBI model to present Kylie's feedback.
- Let Michael know why Kylie requires these modified work arrangements.
- Take the opportunity to provide Michael and the wider team with further education and training about Kylie's communication access requirements and the strategies she uses to communicate.
- Collaboratively identify solutions to Michael's concerns, for example:
  - could Michael be provided with noise-cancelling headphones to minimise auditory distractions?
  - should desk arrangements be reviewed?
- Keep Kylie informed of the steps you have taken to address her feedback.

### Scenario 3

You manage a team that includes Jason. Soon after Jason started, he gave you the feedback that the noisy, bright office environment made it difficult for him to stay productive at work due to his sensory requirements. The assistive technology that he uses to type is also easier to set up and adjust at home. It is company policy for employees to work in the office, but you and Jason agreed to adjust his work arrangements to allow him to work from home. When Jason's colleague questions this arrangement, saying it is unfair, you explain to them that each employee has different access requirements and the company is happy to provide reasonable adjustments that allow each employee to be at their best.

A month after the change in Jason's working arrangements, you have a check-in meeting. You and Jason reflect on his increased productivity since working at home. Jason is grateful for the support. He says he is glad to work in an environment where he is supported to thrive and wishes other employees could have the same experience.

How could you make sure Jason's positive feedback is distributed? Write some ideas below, then review the suggestions provided over the page.

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### Here are some suggestions

- Make sure Jason's feedback is documented.
- Pass the feedback on to your manager.
- Open the conversation with leaders in your organisation how a flexible working policy can promote productivity and wellbeing among employees, using Jason's case (with consent) as an example.

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This information provides guidance on how to support communication in the workplace with people who have communication access requirements. It should not be relied upon in relation to employment law matters - independent advice should be sought.