What makes a healthy practice?

Profitable Growth / financially healthy → Strong Patient & Referral Base → Clinical Excellence → Operational Excellence → Great Team & Culture → (Profitable Growth / financially healthy)

Today's Format

Topic	Facilitator
Introductions	Claire & Bec
P&C Process Support	Bec
Onboarding for Success	Candice
Managing Probation	Candice
Giving Feedback	Sam
Performance Review Process	Sam
Announcements & Feedback	Claire

Who makes up your P&C team?

By the end of today's session, you will be able to:

Identify the key stages of employee lifecycle

Recognise how the P & C team supports you at each stage

Apply the stages of effective onboarding, including how we approach it at Smile Partners

By the end of today's session, you will be able to:

Navigate probation within the Australian context

Use a framework for giving feedback and managing challenging reactions

Explain what performance and renumeration reviews involve and why they matter

Overview of P&C Process Support

Happy Leavers

Attraction

Recruitment

Offboarding

Onboarding

Development

Retention

01

Who does what in the employee lifecycle?

Employee Lifecycle Stage	Key Activities / Focus	Manager Ownership	P&C Support
Attract / Recruit	Job descriptions, sourcing, interviews, selection	Participate in interviews, provide role insights, assess candidate fit	Post roles, shortlist candidates, advise on hiring process, ensure compliance
Onboard	Induction, setting expectations, compliance, first-day support	Prepare onboarding plan, coordinate systems access, welcome new starter, introduce team, set goals, clarify role	Provide onboarding templates, guidance, and resources; advise on compliance requirements
Develop / Grow	Training, mentoring, career development	Identify development needs, coach, provide feedback, support career conversations	Deliver L&D programs, provide learning resources, create development frameworks, advise on training plans
Performance / Feedback	Goal setting, regular feedback, performance reviews	Conduct 1:1s, run performance reviews, give constructive feedback, track goals	Provide tools, templates, and training for managers; advise on process and calibration
Engage / Recognise	Motivation, recognition, team culture	Daily recognition, engagement initiatives, check-ins, foster team culture	Provide recognition programs, engagement survey insights, support culture initiatives
Offboarding / Exit	Knowledge transfer, exit interviews, return of assets	Conduct exit conversation, complete team transition, handover responsibilities	Coordinate exit paperwork, conduct exit surveys, ensure compliance, advise on legal requirements

Share your name, practice and tell us what are you most keen to get into today?

- Processes P&C supports
- Onboarding and probation best practice principles
- Giving feedback
- Performance reviews
- BRING IT ON!

Submit your answer in Mentimeter

10 mins

Icebreaker

Onboarding for Success

"Onboarding is the process of guiding new employees through their first days, weeks, and months so they feel welcome, understand their role, and have the tools and support to succeed

02

Onboarding

Successful onboarding:

- Makes people feel included and valued from day one
- Helps people understand their role, goals, and expectations
- Builds relationships with the team and the organisation's culture
- Provides training, resources, and ongoing check-ins
- Keeps the process going beyond the first week, often up to 3–6 months

Stages of Onboarding

Pre-boarding > Day 1 > First Weeks > Integration > Ongoing Development

Onboarding for Impact:

- *Well-structured onboarding can increase early productivity by 70% and new-hire retention by 82%*

- *A study highlighted that many new dental graduates feel underprepared for full-time roles due to limited clinical exposure and the realities of professional practice. This underscores the importance of structured onboarding to bridge the gap between academic training and real-world work*

Onboarding at Smile Partners Cont.

Day 1	Week 1 -4	Check In's
• Practice tour • Talk through Onboarding Plan and Job Description • Introduce to team • Practice Induction • Team lunch • Policies / ELMO tasks • Tech set up (if applicable) • Payroll Overview • Training Intro	• Continue role-specific training • Shadowing with both non-clinical and clinical roles • Spending time with training buddy to learn more about the practice and the relevant processes	Schedule Induction 1 Month 3 Month 6 Month *ELMO reminders match check-ins*

Your onboarding processes

- What onboarding processes are already working in your practice?

- Let us know if it is on Day 1, Week 1, or Month 1

Submit your answer in Mentimeter

Open-ended

Probation
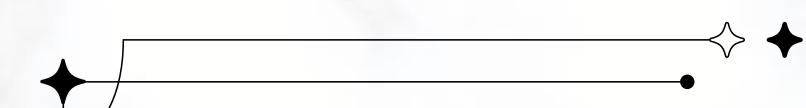
"Probation is a set period at the start of a new job where both the employer and the employee can decide if the role is the right fit. It's like a trial period that allows the organisation to check performance, behaviour, and cultural fit, and gives the employee a chance to see if the job and workplace meet their expectations"

03

Probation in Australia

Key points in Australia

No fixed minimum
Commonly contractually 3 or 6 months

Rights still apply
Employees on probation still get the same entitlement as others, annual leave,sick leave, notice periods, protection under workplace laws

Termination
If it's not working out, employment can ended with notice from either party [as per the contract or the Fair Work Act]

Probation in Australia

Key points in Australia

Unfair dismissal access
Generally employees cannot make an unfair dismissal claim until they've worked
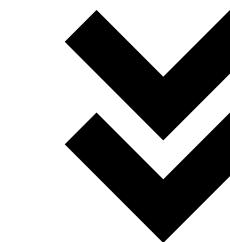
6 months in a business with 15+ employees

Ggeneral protections still apply
Probation doesn't remove protections against discrimination, adverse action, Or workplace rights issues

Managing probation

Best practice

- Be clear on role expectations from day one
- Give timely, specific feedback
- Support with training or mentoring

Check-ins

- Week 1 – settling in
- Mid-point – progress review
- End – confirm or exit

Involve P&C when

- Performance or conduct issues arise (the earlier the better)
- Considering a Goal Action PLan or Termination
- Any legal, health, or discrimination concerns arise

Further your learning with this managing probation course on ELMO

Tip: Always keep a short written record feedback conversations. Note the date, what was discussed, and any agreed actions. This creates a paper trail

Giving feedback

- The importance of feedback

- Types of feedback

- A guide to giving constructive feedback

- How to give feedback - SBI

- Negative responses to feedback

- Active learning – **Breakouts!**

04

Why is feedback important?
A little effort. A lot of impact.

- Feedback keeps everyone on track

- Feedback helps teams avoid major mistakes

- Constructive feedback motivates people and leads to high engagement

- Feedback promotes personal and professional growth

- Feedback helps to create psychological safety within the workplace

- It's wanted! Studies have shown that four out of five employees appreciate both positive and constructive feedback

Types of Feedback

Positive

Positive Feedback applies to situations where the person has performed well. It consists of simple praise but is more powerful if it highlights why or how the job was done well.

The more specific the feedback, the more the individual learns about their ability to meet expectations.

Constructive

Constructive Feedback highlights how a person has behaved/performed and how they might do better next time. When describing the person's action, it is important to focus on specific observable facts.

Harmful Feedback

Harmful Feedback is replaying something that went wrong without intent to make it constructive. It's essentially destructive for the staff member. Negative feedback is unhelpful in that it tends to leave the person feeling judged and defensive. It does not improve skills and leaves people feeling unmotivated.

A guide to giving constructive feedback
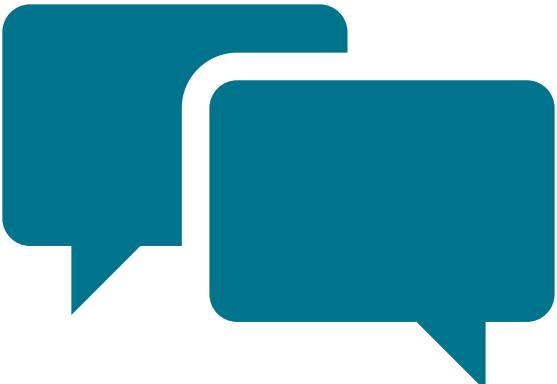
- Two-way process
- Invite their response to the feedback

01

An appropriate setting and time
- Ensure you're prepared for the conversation, in a setting without distractions and unrushed.

02

Timely
- Ensure feedback occurs soon after the event to have the greatest impact

03

Objective
- Feedback should be based on facts not opinions.
- Directed towards behaviour and/or performance and not the person.
- It's not about 'who' the person is.

04

Be Constructive
- The person should be explained what happened and how it could be done correctly
- Have improvement suggestions ready for after the receiver shares how they think they can improve.

Managing negative reactions to feedback
Acting defensively & challenging you

DO

- Remain calm and collected
- Stay the course and provide specific examples to support feedback
- Focus on measurable behaviours and results and how this impacts colleagues and company
- If it becomes "heated" – ask them OK to continue
  - Yes – ask them to take moment to compose themselves
  - NO – Give time to reflect and schedule to meeting later

DON'T

- Show irritation or surprise at response
- Back down and refrain from giving necessary feedback just for sake of avoiding reactions
- Make it a personal attack on them or linked feedback to who they are as a person – focus on behaviours / actions

Managing negative reactions to feedback

Acting shocked, crying or angry

DO

- Ask them if they are "OK?", restate feedback with clear concise examples
- Acknowledge that the feedback can be challenging to hear
- Worst case scenario – individual will not acknowledge feedback or improve behaviour / performance. Frame in respectful and empathetic way
- If not in state to continue, give time to reflect on feedback and schedule time to meet again

DON'T

- Match emotional state
- Direct anger back at them for not agreeing
- Apologise for providing the feedback. Can empathise with the way they are feeling and set meeting for later.

Managing negative reactions to feedback

## Being non-committal about addressing feedback

DO

- Help them to come up with action plan, focus on tangible steps the employee can take to improve and develop - SMART
- Keep moving the conversation forward
- Commit giving them beneficial feedback and be open to ask for feedback in return

DON'T

- Match their non-committal attitude
- Help them understand that you require immediate commitment from them

The Art of Feedback – SBI Framework

Example:	S Situation	B Behaviour	I Impact
	Describe the situation	**The Behaviour (what they did)**	**The Impact (what this led to)**
	In a patient interaction earlier today.	You balanced sharing treatment next steps with check-in throughout	The patient told me they felt equally informed and cared for as a result
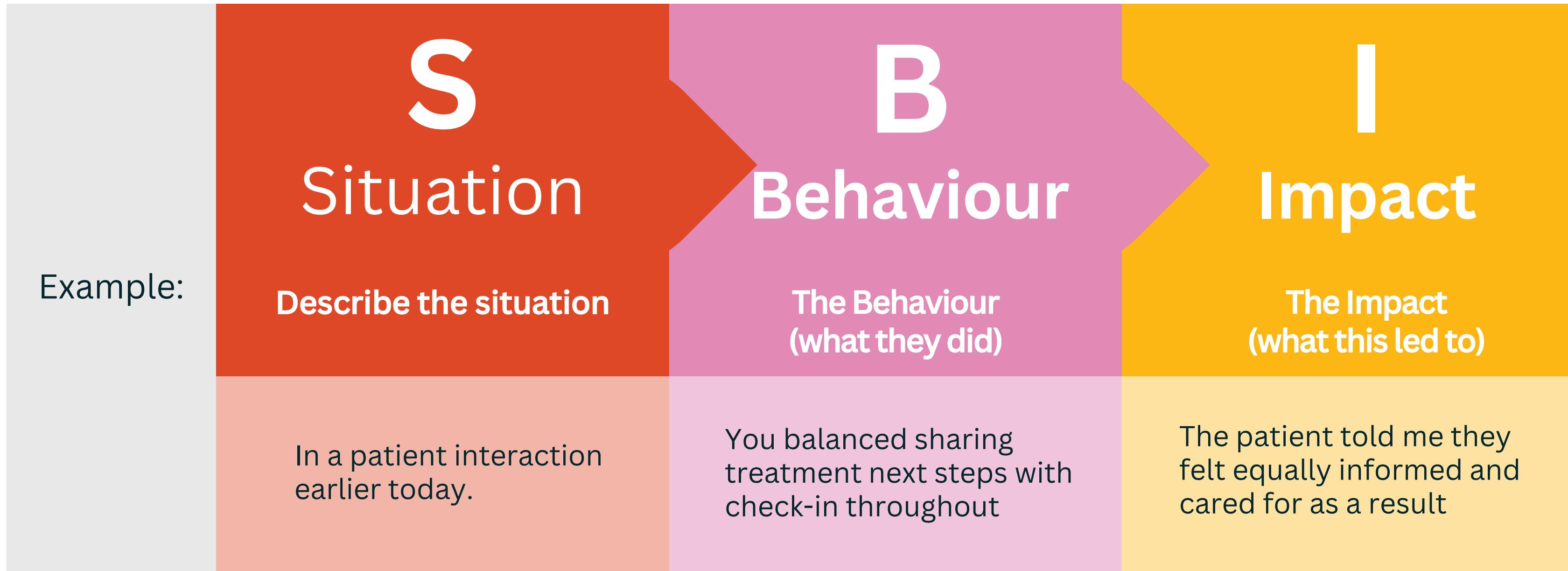
Feedback Activity

- In groups nominate a team to member share an example where they recently had to give feedback.
- Using the SBI framework, would you give that feedback any differently now?
- Select a scribe to jot down –
  - What were the key differences between the versions of feedback?

S	**B**	**I**
Situation	Behaviour	Impact
Describe the situation	**The Behaviour (what they did)**	**The Impact (what this led to)**

Reflect using SBI

- What were the key differences between the versions of feedback?

Group Reflection

Performance & Remmuneration Review Cycle

A structured yearly process for reviewing performance, development, and pay. It sets out when reviews happen, how performance is assessed, and when salary adjustments are made to keep pay fair, competitive, and linked to performance.

05

Performance Review Cycle

Typical stages of an annual cycle
- **Goal setting (start of cycle)** – Employees and managers agree on objectives and expectations for the year
- **Ongoing check-ins (throughout the year)** – Regular feedback, coaching, and progress updates to keep goals on track
- **Mid-cycle review (optional)** – A formal or informal review to adjust goals and address issues early
- **End-of-cycle review** – Evaluate performance against agreed goals, discuss achievements, and identify areas for development
- **Development planning** – Set objectives and learning priorities for the next cycle
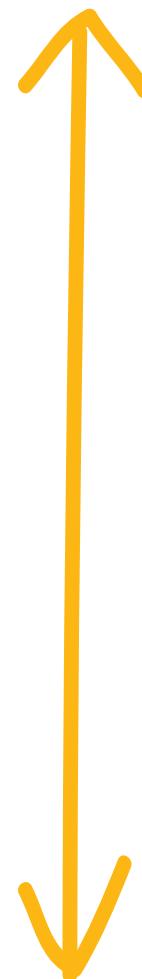
Remuneration review cycle?

Typical stages
- **Preparation** – Gather performance data, market salary benchmarks, and budget information Operations & P&C)
- **Manager recommendations** – Managers propose salary adjustments based on performance and role value
- **HR review and approval** – Ensure consistency, fairness, and compliance with Award
- **Communication** – Employees are informed of any changes and the rationale
- **Implementation** – Adjust payroll and benefits accordingly

28

Final reflection

- Share one action you will take after this workshop towards your own process improvement / practices?
- Share one area you would like to work on with your regional manager/practice manager

3 mins Reflection/Open-ended

How confident do you feel across the following areas?

- Onboarding and probation best practice
- Giving feedback
- Performance reviews

1 mins

Rating

How did we do?

- I feel motivated to apply the learnings to my practice
- I was engaged and curious
- I learned something new in today's workshop
- The content was relevant
- The content was too difficult

1 mins

Rating

Announcements

- Comms coming out on 4th of September – updated JDs for DAs, Hygienist, Dental Therapists and Receptionists + 3 new policies and procedures
- Engagement survey will be launched end of October
- Operating Rhythm

Questions