|  |  |
| --- | --- |
| Performance Management  (for non-EX employees)  The Mid-Year Cycle at ESDC  CHECKLIST | |
| **The** [**mid-year cycle of performance management**](http://iservice.prv/eng/hr/pla/topics/mid_year_review.shtml) **is a time for managers to:**   * Review the employee’s progress in achieving [work objectives](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/wo-ot-eng.asp) (the ‘’what’’) and [competencies](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/comp-eng.asp) (the ‘’how’’). * Provide constructive feedback and adjust the [Performance Agreement](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/pa-er-eng.asp) (PA), if required. * Review the [Learning and Development Plan](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ldp-pap-eng.asp) and update it if required. * Give [recognition](http://iservice.prv/eng/hr/pride_and_recognition/index.shtml) for a job well done. * Identify any issues affecting the employee’s performance and discuss possible steps to support improvement.   The conversation is one of the most important aspects of performance management. Open, honest two-way communication, active listening, constructive feedback and mutual respect are key factors.   * Consult our [Mid-year Review](https://iservice.prv/eng/hr/pla/topics/mid_year_review.shtml) iService page **for the current mid-year review deadline**. * You may also consult our guide [Performance Management’s Annual Cycle - (for non-EX employees)](https://iservice.prv/eng/hr/pla/tools_and_resources/performance_management_annual_cycle_final.shtml) which enumerates the usual timeline for all cycles of a typical fiscal year (April 1 to March 31). | |
| Step 1: Preparing for the Conversation | |
| Managers | Employees |
| * There are five steps to a cohesive and concise [conversation](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/convo-eng.asp):  1. Review the work completed to-date by the employee (the « what ») as well as the [behaviours](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/bi-ic-eng.asp) (competencies) demonstrated (the « how »). 2. Evaluate each [work objective](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/wo-ot-eng.asp) against established [performance indicators](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/smart-eng.asp) and expectations. Determine if work objectives need to be modified, adjusted or updated. 3. Identify possible factors that may have had an influence on success or [unsatisfactory performance](http://iservice.prv/eng/hr/labour_relations/managers_corner/coe_training_unsatisfactory_performance.shtml) and determine how to reinforce strengths and/or next steps for improvement. 4. Address learning needs and status of learning activities and link to performance observations. 5. Document the key messages/information you are going to discuss with your employee.  * Consider key questions you may want to ask your employee. * Try to identify potential responses or reactions that may come from your employee. * Schedule a meeting well in advance with the employee to allow for preparation. * Provide specific guidance to your employee on what he/she needs to prepare in advance, including the level of contribution you expect in the discussion. * Specify any documentation (i.e. performance agreement, learning plan, unit work plan, [employee self-assessment](https://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/se-ae-eng.asp), etc.) the employee should provide at the meeting or provide in advance, according to your preference. * Allocate the same amount of time for each employee (about an hour) for the conversation to take place and eliminate possible disruptions or getting off topic. | * Complete a [self-assessment](https://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/se-ae-eng.asp) of your progress against your [work objectives](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/wo-ot-eng.asp) (the « what »), [core competencies](http://iservice.prv/eng/hr/pla/topics/reference_tool.shtml) (the « how ») and learning goals, to ensure you are on track to meet established expectations. * Ensure your manager/supervisor is aware of your progress by providing a list of your key results delivered to date and those you plan on accomplishing. * Note any factors that have or may affect your ability to meet expectations, how these could be overcome or how your objectives may need to be adjusted. * Determine 1-2 key strengths you consistently demonstrated, or significantly improved, in performing your [work objectives](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/wo-ot-eng.asp) and want to communicate with your manager/supervisor. * Prepare to discuss any areas for you to focus on developing and what type of support you will need from your manager/supervisor to be successful during the remainder of the fiscal year. * Visit the [ESDC Essential (formerly Mandatory) Training](http://iservice.prv/eng/college/mandatory_training/index.shtml) iService page, to see what essential training must be included in your [Learning and Development Plan](https://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ldp-pap-eng.asp). |
| For employees who are active contributors and play a leadership role in various diversity and inclusion networks or committees, consider whether adding an optional [work objective](http://iservice.prv/eng/hr/pla/tools_and_resources/docs/work_obj_div_inclusion.docx) would be a meaningful tool to reflect the employee’s contribution towards advancing diversity commitments. | |
| Step 2: Having the Conversation | |
| Managers | Employees |
| * Encourage a collaborative and open discussion in which you ask the employee to lead the discussion and then provide supportive and/or corrective feedback. Elaborate on what you have heard. * Offer encouragement and constructive feedback. Discuss in detail any issues that may require additional direction or support. * Be open to receiving feedback on your management style. * Review the established [Learning and Development Plan](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ldp-pap-eng.asp) or [Performance Improvement Plan](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ap-pa-eng.asp) – PIP (formerly known as Action Plan) if applicable. * Consider how your assessment compares to the employee’s [self-assessment](https://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/se-ae-eng.asp). * Communicate your assessment based on observed performance and results to date.   + In cases of [unsatisfactory performance,](http://iservice.prv/eng/hr/labour_relations/managers_corner/coe_training_unsatisfactory_performance.shtml)  it is important that the manager document the specifics of the performance problem(s) by identifying which requirements are not being met and how they are not being met. * Highlight key expectations for the remainder of the year. * Be clear on any changing priorities or objectives, if any, in the unit’s work plan. * Summarize the meeting (i.e. key messages, next steps, and follow-up plan). | * Provide your manager with specific examples of what you have accomplished to date. * Ask for feedback from your manager on what you are doing well and what you might improve upon so you can focus on these areas for development. * Discuss what you plan to achieve by the end of the fiscal year and ask what your manager expects you to achieve in this timeframe. * Reflect and share your thoughts on your career aspirations, motivations and professional interests at work. |
| In some cases of **unsatisfactory performance**, the manager may need to provide corrective feedback, which may involve clarifying work objectives, giving examples of standards of performance, establishing improvement strategies and timeframes.  Frequent follow-up meetings, further targeted use of the Learning and Development Plan, or a Performance Improvement Plan (PIP), formerly known as Action Plan, may be required.  If a PIP is required, managers are strongly encouraged to seek advice from [Labour Relations](http://iservice.prv/eng/hr/labour_relations/managers_corner/labour_relations_tools.shtml) as soon as possible. | |
| Step 3: After the Conversation | |
| Managers | Employees |
| **Document the** [PSPM App](https://portal-portail.tbs-sct.gc.ca/home-eng.aspx)   * **Section A**. Update employee’s personal information, if necessary. * **Section B.** For each of the employee’s [work objectives](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/wo-ot-eng.asp), you will make one of four determinations:   + *On track to meet expectations*   + *Performance results to date indicate need for improvement*   + *Work objective no longer required*   + *N/A*   You may also provide comments regarding the employee’s performance against their work objectives.   * **Section C.** For each of the employee’s [core competencies](http://iservice.prv/eng/hr/pla/topics/reference_tool.shtml), you will make one of two determinations:   + *On track to meet expectations*   + *Competencies demonstrated to date indicate need for improvement*   You may also leave comments regarding the employee’s achievement of core competencies.   * **Section D**. Ensure that the employee keeps the Learning and Development Plan up to date. * **Section F.** If applicable, create or update the PIP. * **Section I.** If applicable, ensure that for an employee on probation, an attestation has been made a few months before the end of the probation period, to confirm whether the employee has met expectations. * **Section E**. Check the 1st box to indicate that the mid-year conversation took place, insert comments, then sign and date the agreement.   Ask the employee to read the information and to sign.  **Remember**: the manager signs first, the employee signs afterwards. The PA will be final and closed once the employee has signed.  Click “**Save**” (at the top or at the bottom of the screen). | **Document the** [PSPM App](https://portal-portail.tbs-sct.gc.ca/home-eng.aspx)   * **Section A**. Review your personal information and ask your manager to make any necessary updates. * **Section D**. Keep your Learning and Development Plan, up to date. * **Section E**. Check the first box to indicate that the mid-year conversation took place, add comments if you would like, then sign and date the agreement.   **Remember**: the manager signs first, the employee signs afterwards. The PA is final and closed once the employee signs.  Click “**Save**” (at the top or the bottom of the screen). |
| **Reminder**: [ESDC Essential (formerly Mandatory) Training](http://iservice.prv/eng/college/mandatory_training/index.shtml) must be included in all employees’ [Learning and Development Plans](https://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ldp-pap-eng.asp). Managers are responsible for ensuring that the list of employees assigned to them in Saba is correct and that they regularly validate and or update their [Saba manager profile](http://dialogue/grp/learning-apprentissage/Shared%20Documents/16-CLG-CLS-TRG-Roadmap-JobAid-ChangingManager-04Dec2017-FINAL.docx) as needed. This will help to improve quarterly Essential Training reports for ADMs. | |
|  | * For answers to branch or region-specific questions, contact your [Performance and Talent Management Branch and Regional Coordinators’ Network](http://iservice.prv/eng/hr/pla/branch_coordinators.shtml)representative. * For questions or comments pertaining to this Checklist or regarding the [Performance Management Program](http://iservice.prv/eng/hr/pla/tools_and_resources/faq_pmp.shtml), contact the [Non-Executive Employees Performance Management team.](mailto:NA-PerformanceManage@hrsdc-rhdcc.gc.ca) * For help regarding the Public Service Performance Management Application (PSPM App), contact your branch or regional [PSPM App Administrator](http://iservice.prv/eng/hr/pla/psmp-administrators.shtml). |
| Check out the [Performance Management Mid-Year Review](https://iservice.prv/eng/hr/pla/topics/mid_year_review.shtml) iService page where you will find the complete guide pertaining to the mid-year cycle and our [Reference Tools](http://iservice.prv/eng/hr/pla/tools_and_resources/reference_tools.shtml) iService page for various tools, Q&A’s, learning labs, etc. | |