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| ESDC’S 2021-2022 Beginning of Year Performance Management(for non-EX employees) CHECKLIST  |
|  **The** [**beginning of year for the performance management cycle**](http://iservice.prv/eng/hr/pla/topics/beginning_of_year.shtml) **is a time when managers and employees meet to**: * Have a conversation about what will be expected of the employee for the upcoming year.
* Set up [SMART work objectives](https://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/smart-eng.asp) (the “what”) and associated performance indicators.
* Agree on the behavioural indicators connected to the four [TBS Core Competencies](http://iservice.prv/eng/hr/pla/topics/reference_tool.shtml) (the “how”)
* Create or adjust the [Learning and Development Plan](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ldp-pap-eng.asp) to support employee development and growth for current and future roles.
* Ensure the information is accurate in all sections of the [Public Service Performance Management Application](https://portal-portail.tbs-sct.gc.ca/home-eng.aspx) (PSPM App.)
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| Step 1: Preparing for the Conversation |
| Managers | Employees |
| * Ensure that the employee has [SMART work objectives](https://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/smart-eng.asp) with indicators linked back to your branch or regional business plan and departmental priorities and commitments.
* Be prepared to discuss the four [TBS core competencies](http://iservice.prv/eng/hr/pla/topics/reference_tool.shtml).
* Determine if functional and technical [competencies](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/comp-eng.asp) are also required.
* Determine what work tools, support and/or training the employee may require to succeed with their work objectives.
* If the employee’s performance was identified as needing improvement at the 2020-2021 year-end cycle, seek advice from [Labour Relations](http://iservice.prv/eng/hr/labour_relations/index.shtml) as soon as possible, if you have not already done so, and consider the possibility of implementing [a Performance Improvement Plan (PIP](https://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ap-pa-eng.asp)), formerly known as Action Plan.
* Schedule the virtual conversation (for example, via MS Teams)

with the employee, well in advance, to allow for preparation. * **June 30, 2021** is the target date to complete [beginning of year](http://iservice.prv/eng/hr/pla/topics/beginning_of_year.shtml) discussions and for 2021-2022 Performance Agreements (PAs) for employees to be entered in the [PSPM App](https://portal-portail.tbs-sct.gc.ca/home-eng.aspx).
 | * Review your current [work objectives](https://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/smart-eng.asp) to ensure that you have a clear understanding of what is expected. If they are not clear or you are unsure, be prepared to discuss these with your manager.
* Review the four [TBS core competencies](http://iservice.prv/eng/hr/pla/topics/reference_tool.shtml) and expected behaviours to understand ‘’how’’ you are expected to do your job.
* If you need to improve the required skills that allow you to effectively do your work, identify what options (i.e.: work tools, support and/or training) you may require to improve your performance. Make sure your [Learning and Development Plan](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ldp-pap-eng.asp) identifies what you need to excel in your job.
* If your performance was identified as needing improvement at the 2020-2021 year-end cycle, be prepared to discuss the possibility of implementing [a Performance Improvement Plan (PIP](https://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ap-pa-eng.asp)), formerly known as Action Plan to be carried-out in 2021-2022 to document specific steps to be put in place in order to support and help you get on track.
* Reflect on your short term and long term career goals.
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| 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: Holding the Conversation |
| Managers | Employees |
| * Discuss the employee’s [work objectives](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/wo-ot-eng.asp) (the ‘’what’’) and [competencies](http://iservice.prv/eng/hr/pla/topics/reference_tool.shtml) (the ‘’how’’) and how they link back to the branch or regional business plan and departmental priorities.
* Discuss how the [performance indicators](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/smart-eng.asp) relate to the delivery and achievement of the employee’s work.
* Discuss work tools, support and/or training the employee may require to succeed with their work objectives.
* Discuss [ESDC Essential (formerly Mandatory) Training](http://iservice.prv/eng/college/mandatory_training/index.shtml) that must be included in all employees’ [Learning and Development Plans](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ldp-pap-eng.asp) once released in late April.
* Discuss learning and development for insight into employees’ career intentions and growth interests.
* If the employee’s performance was identified as needing improvement at the 2020-2021 year-end cycle, discuss areas for improvement, support needed and the possibility of implementing [PIP](https://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ap-pa-eng.asp), formerly known as Action Plan.
* Be open, honest and ready to answer questions.
* Agree on the frequency of formal and informal meetings and the feedback methods to be used.
 | * Discuss your current [work objectives](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/wo-ot-eng.asp) and if you are unsure, ask how they support the branch or regional business plan and departmental priorities.
* Discuss the possibility of modifying your work objectives if you find that they do not accurately reflect the work that you do.
* Discuss the work tools, support and/or training you may require to succeed.
* Discuss [ESDC Essential (formerly Mandatory) Training](http://iservice.prv/eng/college/mandatory_training/index.shtml) that must be included in your [Learning and Development Plan](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ldp-pap-eng.asp) once released in late April.
* If applicable, discuss your [PIP](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ap-pa-eng.asp) (formerly known as Action Plan).
* Discuss your interests for development and growth to support a better awareness of yourself with your manager.
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| 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. |
| Step 3: After the Conversation |
| Managers | Employees |
| Document the[PSPM App](https://portal-portail.tbs-sct.gc.ca/home-eng.aspx) **no later than June 30, 2021*** If you have not already done so at year-end, click on “Add a performance agreement” to open the beginning of year PA for your employee.
* **Section A**. If applicable, update employee’s personal information.
* **Section B**. If applicable, create or adjust the employee’s work objectives and/or performance indicators.
* **Section C**. Review the competencies (expected behaviours). Are there any changes required? Are functional or technical [competencies](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/comp-eng.asp) required?
* **Section D**. Ensure that [ESDC Essential (formerly Mandatory) Training](http://iservice.prv/eng/college/mandatory_training/index.shtml) is included in the employee’s [Learning and Development Plan](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ldp-pap-eng.asp), as well as any other previously discussed learning activities.
* If applicable, create or update the [PIP](https://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ap-pa-eng.asp) in **Section F.**
* **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.
* **In Section E**. Complete the process by selecting the appropriate boxes, include your comments and sign.
* Ask the employee to read the information and to sign. Remember: the manager signs first, the employee signs afterwards.
* 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) **no later than June 30, 2021*** **Section A**. Review your personal information and ask your manager to make any necessary updates.
* **Section D**. Ensure to update your [Learning and Development Plan](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ldp-pap-eng.asp), including [ESDC Essential (formerly Mandatory) Training](http://iservice.prv/eng/college/mandatory_training/index.shtml) activities and any other previously discussed learning activities.
* **Section E**. Select all three boxes that are located under “Employee”; add your comments if you have any, and sign (your manager will advise you when to sign). The manager signs first, the employee signs afterwards.
* Click “**Save**” at the top or the bottom of the screen.
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| **Reminders**: * In addition to capturing intended learning activities in the [Learning and Development Plan](http://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/pmc-dgr/ldp-pap-eng.asp) within the [PSPM App](https://portal-portail.tbs-sct.gc.ca/home-eng.aspx), at ESDC, all completed learning activities should also be recorded in [Saba](http://iservice.prv/eng/college/saba/index.shtml), since it is the department’s source for tracking and reporting all learning activities.
* Managers are responsible for ensuring that all new/departing employees update their [Saba profile](http://dialogue/grp/learning-apprentissage/Shared%20Documents/16-CLG-CLS-TRG-Roadmap-JobAid-ChangingManager-04Dec2017-FINAL.docx) to improve Quarterly Essential Training Reports for ADMs.
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|  | * 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.
* 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).
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| Check out the [Performance Management Beginning of Year](http://iservice.prv/eng/hr/pla/topics/beginning_of_year.shtml) and [Reference Tools](http://iservice.prv/eng/hr/pla/tools_and_resources/reference_tools.shtml) iService pages where you will find a complete guide pertaining to the beginning of year cycle, various tools, Q&A’s, learning labs, etc. |