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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.) | |
| 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. |
| 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. |
| 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. |
| **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. | |
|  | * 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 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. | |