# Performance Development Program for Employees

## Human Resources

JANUARY
2020

# Learning Objectives

- Describe TRCA's performance development process.

- Understand how to construct clear and relevant SMART objectives.
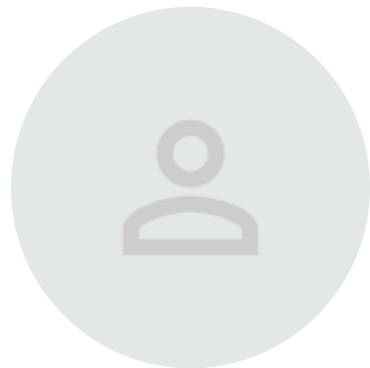
- Compose objectives in Ceridian DayForce.

Facilitate collaborative dialogue between manager and direct reports

Create a consistent process for developing and measuring performance

Encourage employee involvement in their own development

Build and develop capabilities for workforce planning

# Why Performance Development

# Performance Development Cycle

# Program Timelines

## DECEMBER/ JANUARY

Senior Leadership cascade divisional priorities.

## JANUARY/ FEBRUARY

Meet with manager to establish objectives aligned with divisional priorities and/or TRCA's Strategic Plan. Focus on establishing 4 to 5 objectives. Development goals also established – focus on establishing 2 to 3 goals.

## JUNE/JULY

Mid-Year Review to assess progress to date.

## NOVEMBER/ DECEMBER

Year- end Review to evaluate performance. Development objectives are identified.

## IMPORTANT NOTE:

2020 Objectives should be entered into Ceridian by March 12,2020.

# Guiding Principles

## PERFORMANCE DEVELOPMENT

- Applies to all TRCA full-time employees, permanent part-time temporary employees working 17.5 hrs/week.
- Applies to temporary employees with a contract of 12 months or greater, working 35 or 40 hrs/week.
- Follows the calendar year.

Be familiar with vision, mission, values and TRCA'S strategic plan

Self-assess & document your performance throughout the year

.

Strive for achievement and development

Actively participate in creation of objectives & development goals

# EMPLOYEE EXPECTATIONS

# SMART Objectives

## Questions to think about when setting objectives:

- What are your job key functions or requirements?
- What are specific contributions that you could make to the organization?
- Which of the Strategic Priorities are most relevant to your work?
- Which of the Divisional Priorities are most relevant to your work?
- What processes, tools and supports do you need to be successful?

S: SPECIFIC

M: MEASURABLE

A: ATTAINABLE

R: REALISTIC

T: TIMELY

## SMART Objective Examples:

**Track # of hires per month, per department to inform goal targets for 2020.**

**By December 2020, create 3 employee development programs.**

# Establish 2 Types of Objectives:

## STRATEGIC PLAN PRIORITIES

## DIVISIONAL PRIORITIES

5 OBJECTIVES MAXIMUM TO BE CREATED TIED TO STRATEGIC PRIORITIES OR DIVISIONAL PRIORITIES

Sample breakdown: 2 strategic objectives + 3 divisional objectives
1 strategic objective + 4 divisional objectives

# Competencies
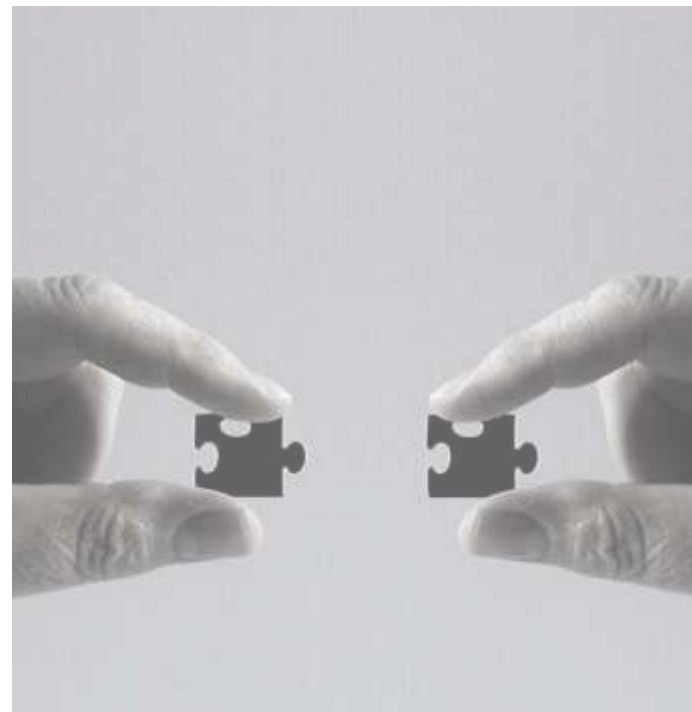
## WHAT ARE THEY?

Behaviors that distinguish excellent performers and help to align individual behavior with business strategies & core values of the TRCA.

To be demonstrated on a daily basis.

## WHY ARE THEY IMPORTANT?

Enable the development and sustainment of a culture where people want to learn and develop.

# Competencies

Behaviours and attributes required of all employees for excellence across all levels and functions:

Integrity
Collaboration
Accountability
Respect
Excellence

**CORE**

Definitions of competencies can be found on TRCA Hub > Human Resources > Performance Development

# Ceridian Walk Through
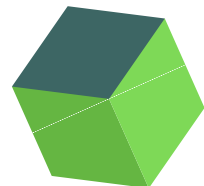
# Ceridian Overview

**1** How to Access Performance in Ceridian

**2** Entering Objectives in Ceridian

**3** Discovering the 'Add Goal' Screen

**4** Making Edits to Existing Objectives

**5** Deleting Existing Objectives

**6** Documenting Progress towards Objectives

1. Ceridian can be accessed through the TRCA Staff Hub



2. Click on the Ceridian Icon under **Quick Links**



# HOW TO ACCESS CERIDIAN

1. Click on the Menu
Button at the top left hand
corner of the screen
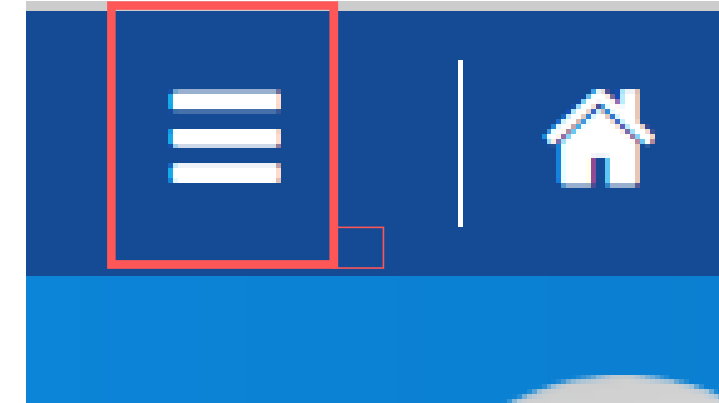
2. Select 'Performance'
from the drop down

**HOW TO ACCESS PERFORMANCE MODULE**

**OVERVIEW SCREEN**
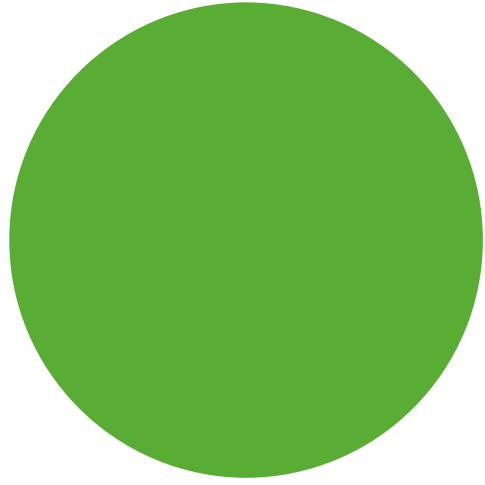
*3 panes displayed:* —

**Review Cycle**
Lists past and current reviews:
Mid-Year and Year-End Reviews
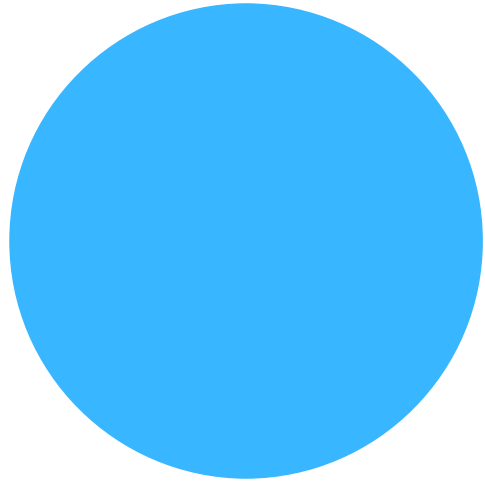
**Goals/Objectives**
Lists goals that have been
created by you
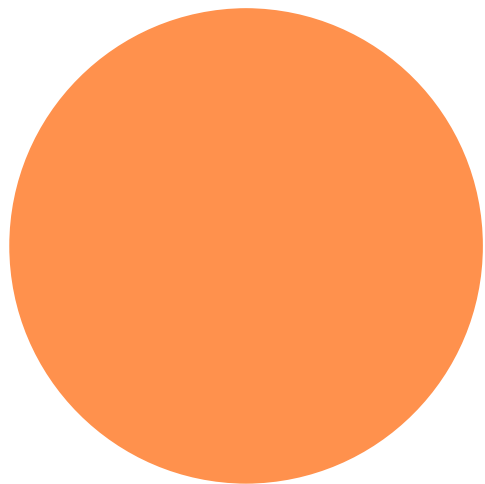
**Competencies**
Lists competencies that are
**assigned** to you based on role
and function

# Setting Objectives in Ceridian

# Entering Objectives in Ceridian

- **Click on the Goal Tab displayed in the ribbon on the homepage:**
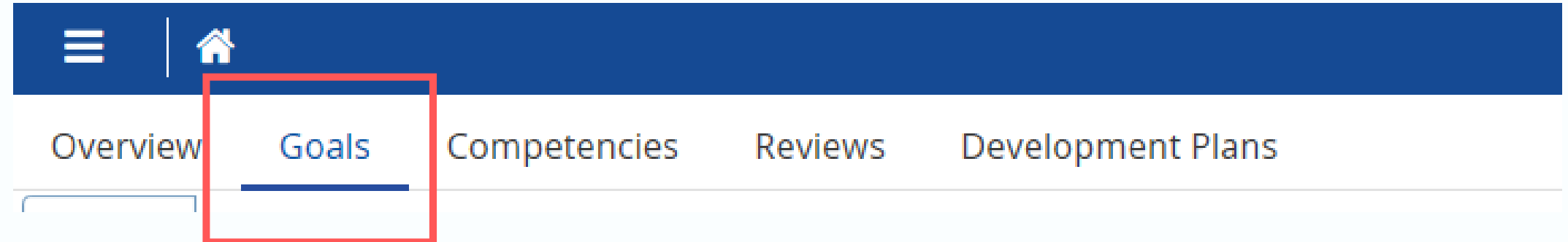


**Note: Goals displayed by default will be for the current year.**
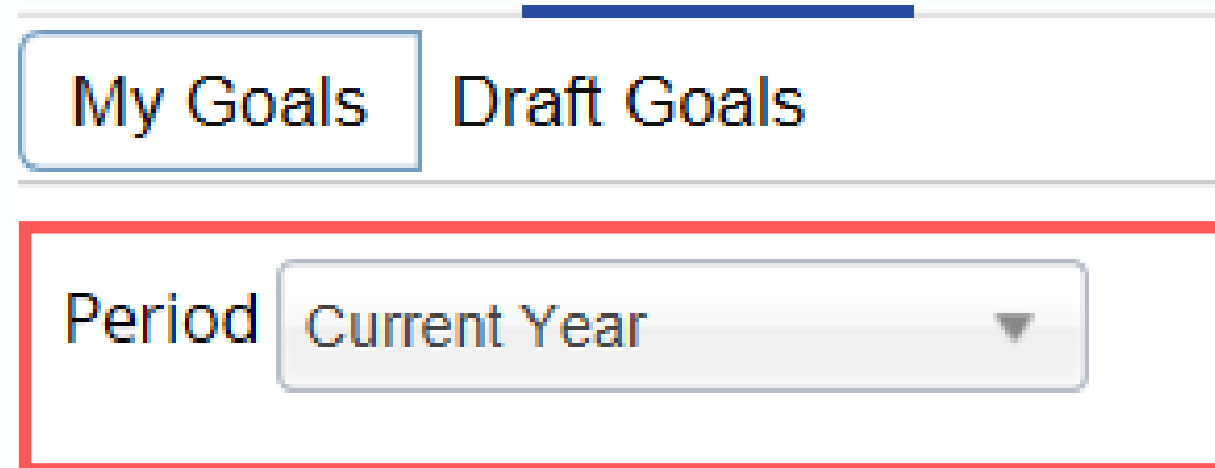


**Note: goals and objectives are interchangeable terms in Ceridian.**

# Entering Objectives in Ceridian

**2. Under the Goals Tab – 2 additional tabs will be visible:**

- **My Goals:** where goals are recorded. These are visible to your manager.
- **Draft Goals:** where goals created in rough draft will be stored. These are not visible to your manager until 'published'.
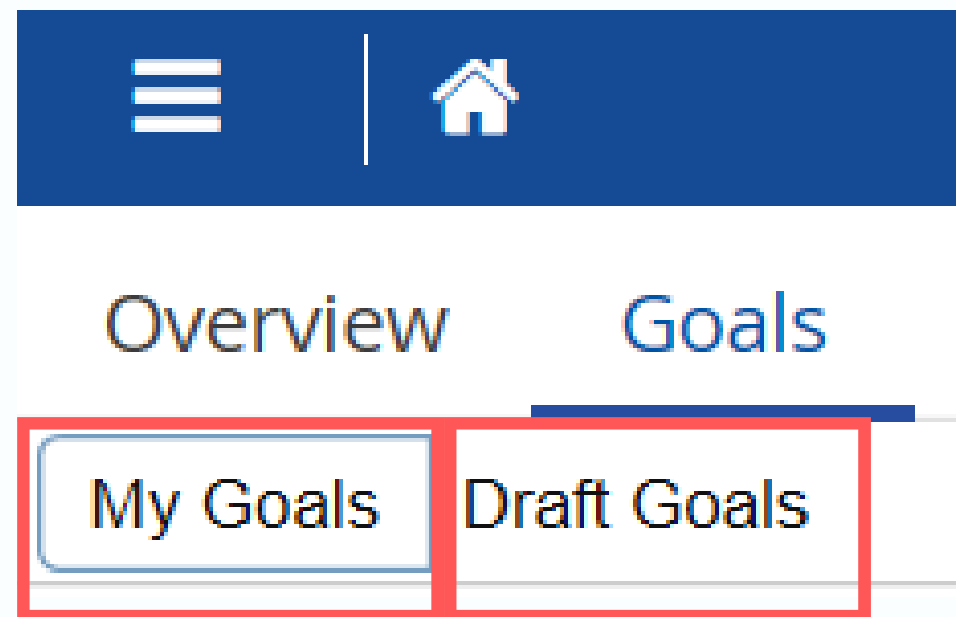
# Entering Objectives in Ceridian

**3. To enter a new goal/objective - under the 'My Goal' tab:**
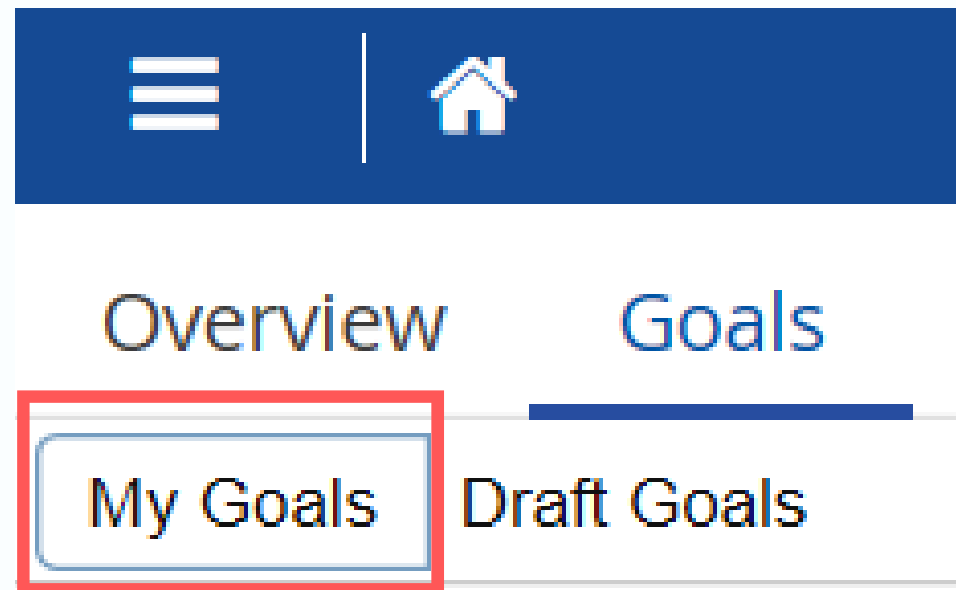


**4. Select the 'Add Goal' icon:**
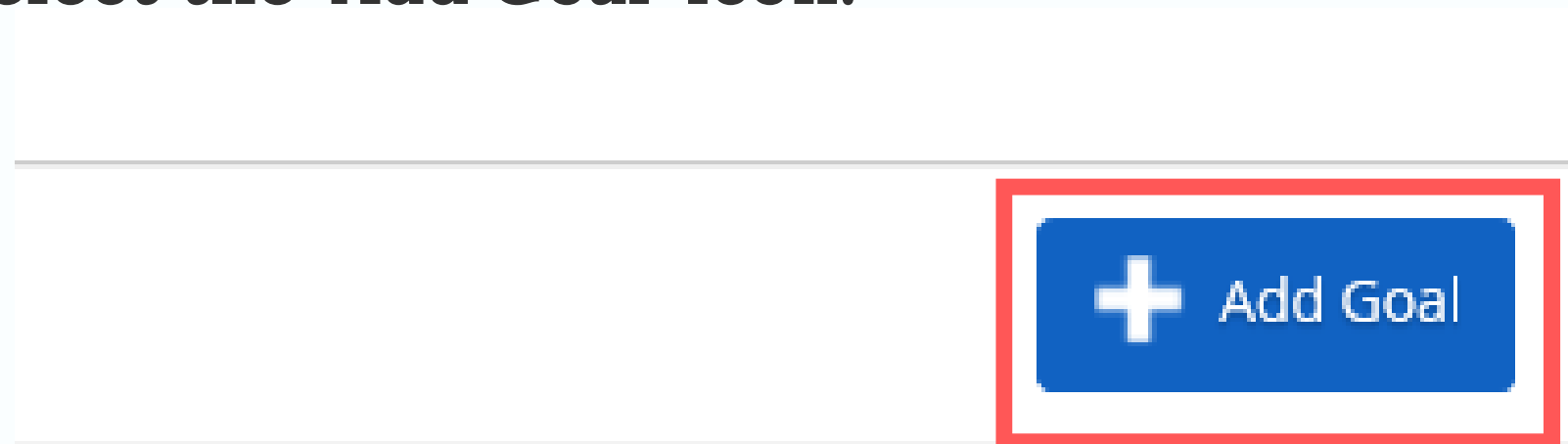
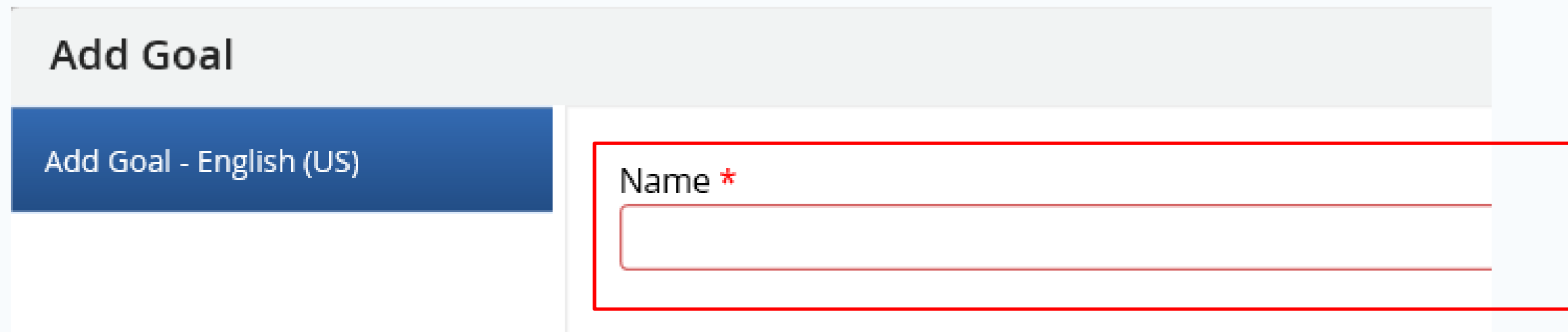# Entering Objectives in Ceridian

**5. The 'Add Goal' screen displays:**



**Note:** the Description field will be initially blank.

**Objectives entered should be in SMART format.**

# Deep Dive: Add Goal Screen

• **Name: Assign your goal/objective a name**

**Add Goal**

Add Goal - English (US)

Name *

• **Description: describe the objective as a SMART objective**

Description

| B | I | U |

Descriptive information about goal / objective.
The description should follow the SMART method.

S - specific
M - measurable
A - attainable
R - realistic
T - time-based

# Deep Dive: Add Goal Screen

- **Goal Category: categorize your goal/objective**
  - 2 options:

1. Divisional Objective
2. One of the 12 Strategic Plan Priorities

Goal Category *

| Select an Option... | ▲ ❗ |
| --- | --- |

🔍

2-Manage our regional water resources for curr

3- Rethink greenspace to maximize its value

4 - Create complete communities that integrate

5 - Foster sustainable citizenship

6 - Tell the story of the Toronto region

7 - Build partnerships and new business models

8 - Gather and share the best sustainability kno

9 - Measure performance

10 - Accelerate innovation

# Deep Dive: Add Goal Screen

- **Start and Due Date:** set a start and due/ completion date for your objective
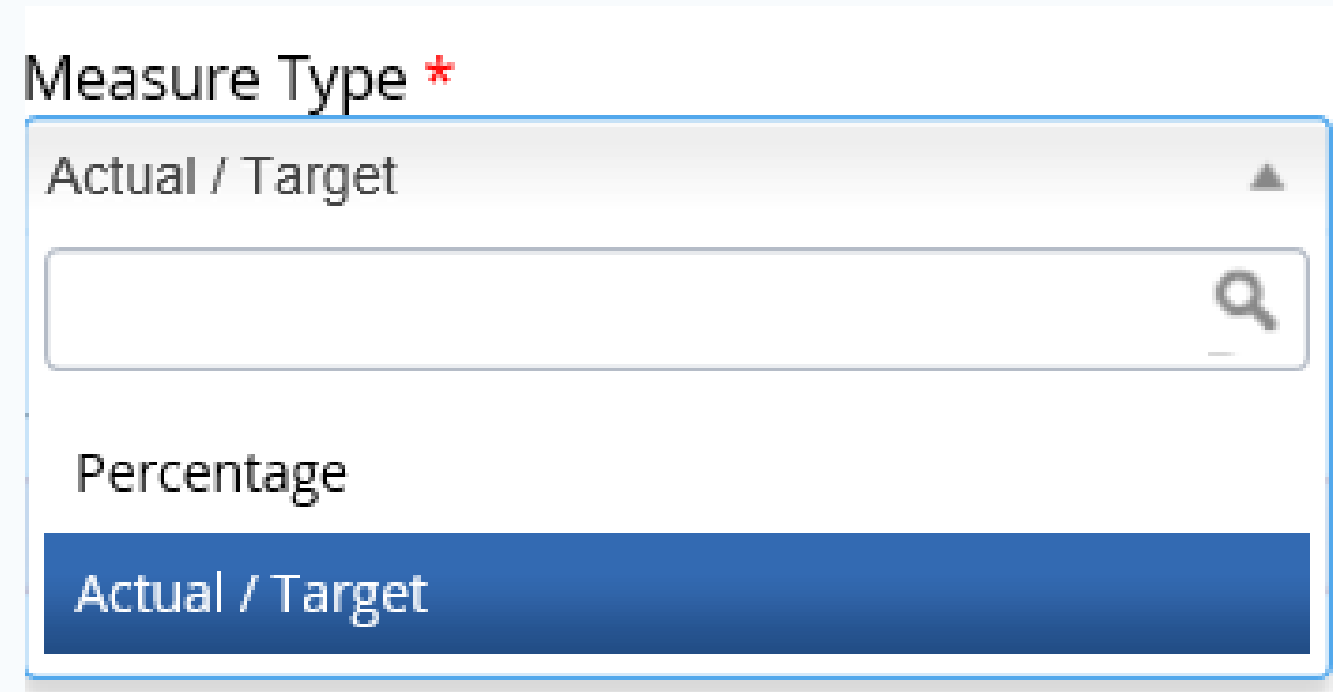
| Start Date | Due Date |
|---|---|
| 1/1/2020 | 12/31/2020 |

- **Start and Due Dates should be set within the current Performance Year.**

- **Example Performance Year 2020**
  - **Start Date: 1/1/2020**
  - **Due Date: from 1/1/2020 – 12/31/2020**

# Deep Dive: Add Goal Screen

- **Measure Type: specify the parameters for measuring your objective**
  - 2 options:

1. Percentage
2. Actual/Target

Measure Type *

Actual / Target ▲

🔍

Percentage

Actual / Target

- **Examples of Measure Type:**
  - Percentage: "Ensure 100% of employees have a development plan"
  - Actual/ Target: "Create 50 out of 70 widgets in 3 months"

# Deep Dive: Add Goal Screen

- **If Measure Type Actual/Target is selected:**
  - 2 options:
1. Amount ($)
2. Count

Measure Type *

Actual / Target ▼

Target Type *

Select an Option... ▲ !

🔍

Amount($)

Count

Goal progression percentage is calculated as the actual value divided by the target value. The actual value is entered by the individuals that are assigned to the goal.

Target *

▲
▼

le n.

- **Examples of Measure Type:**
  - Amount ($): "Generate $10,000 in revenue by Q3"
  - Count: "Acquire 30 new accounts by Q3"

# Deep Dive: Add Goal Screen
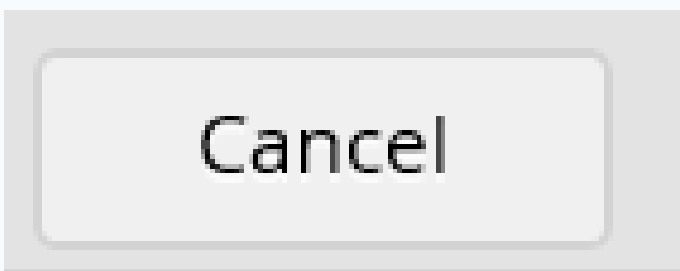
- **Once all fields have been filled you can either:**
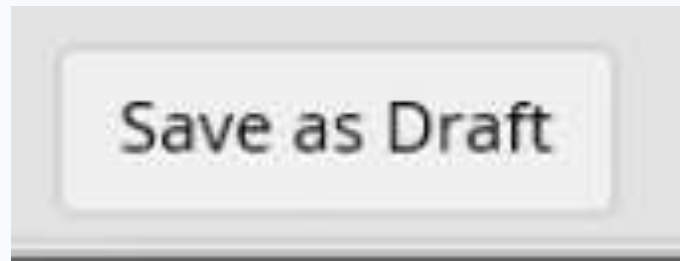
**Save as Draft**

Saves objectives in draft format. Your managers cannot view your drafts.

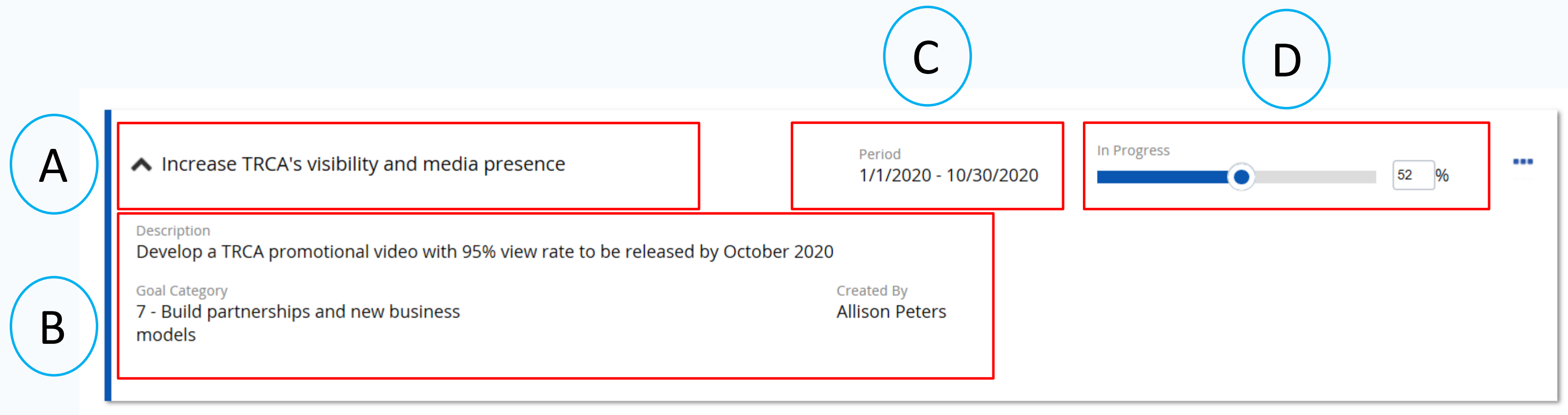**Finish**

Publishes objectives. Can be viewed by your manager.

**Cancel**

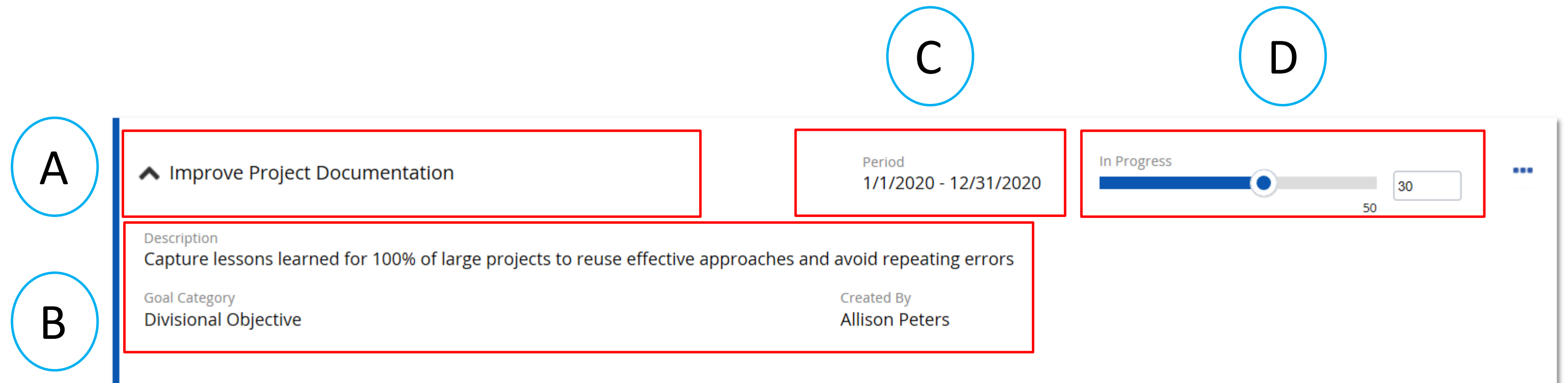Cancels your 'Add Goal' form. Progress will not be saved.

# Sample Goal: Completed



**Legend:**

A. Goal/ Objective Name

B. Objective details: SMART, Goal Category, Author

C. Period: Start and End Date

D. Measure Type: Percentage – can be updated by you as goal is completed

# Sample Goal: Completed

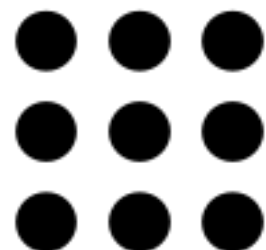

**Legend:**

A. Goal/ Objective Name

B. Objective details: SMART, Goal Category, Author

C. Period: Start and End Date

D. Measure Type: Actual/Target (count) – can be updated by you as goal is completed

# Editing Existing Objectives
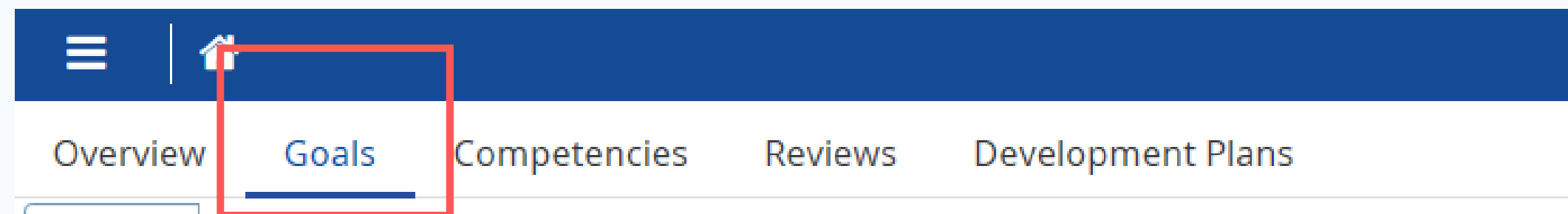
# Editing Existing Objectives

**Please Note: if editing objectives that you and your manager have agreed upon, please ensure you have a conversation prior to making a change.**

# Editing Existing Objectives

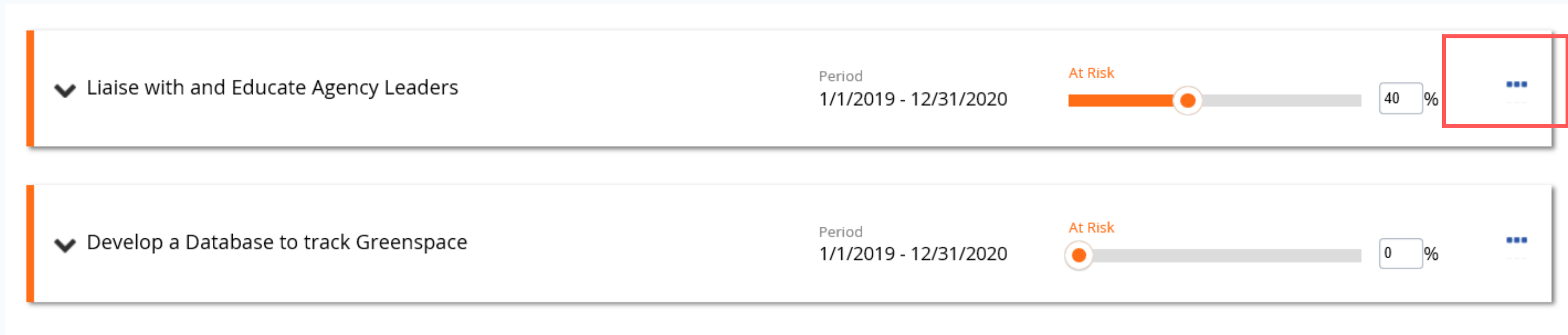- **Click on the Goal Tab displayed in the ribbon on the homepage:**



2. Locate the objective you wish to edit from the list of objectives

# Editing Existing Objectives

**3. Click on the Action Buttons located beside the objective you wish to edit:**



**4. Click on the Action Buttons located beside the objective you wish to edit:**
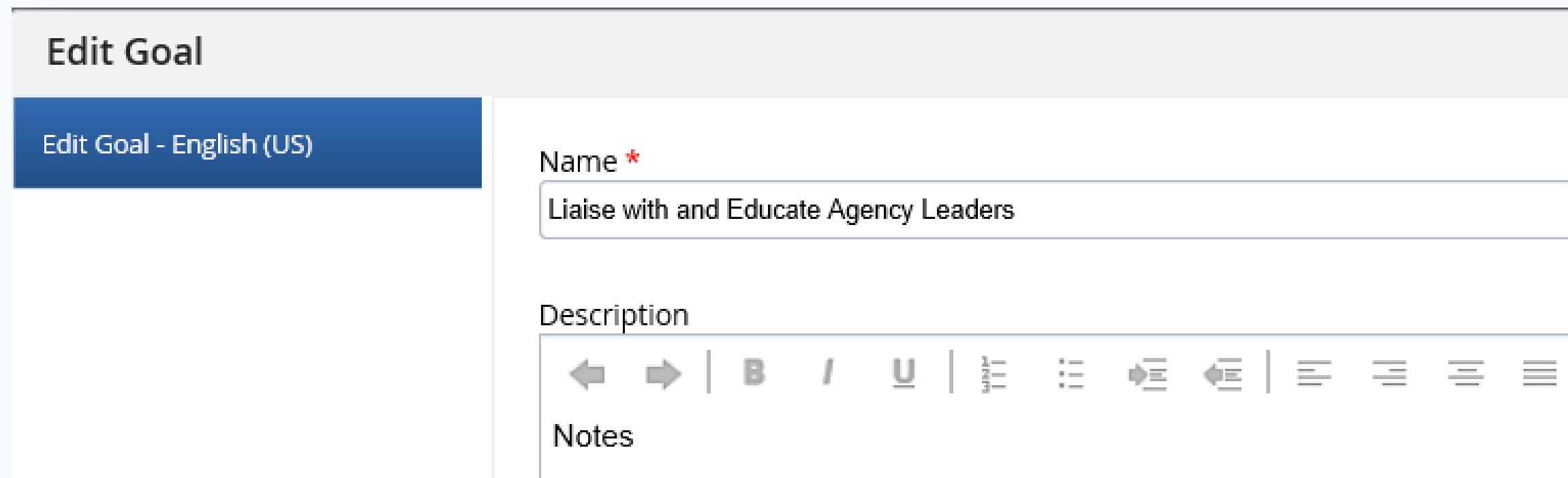
# Editing Existing Objectives

**5. Make your edits in the 'Edit Goal' Screen:**



**Edit Goal**

Edit Goal - English (US)

Name *
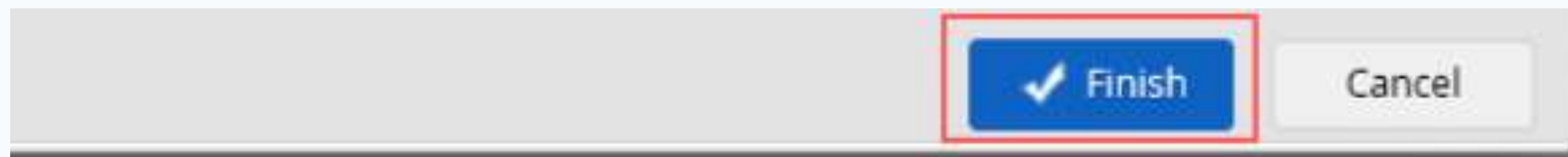
Liaise with and Educate Agency Leaders

Description

Notes

**6. When you have finished, click the Finish button:**



✔ Finish     Cancel

**Note: your manager will receive a notification about the change.**

# Deleting Existing Objectives

# Deleting Existing Objectives

Please Note: if deleting objectives that you and your manager have agreed upon, please ensure you have a conversation prior to making a change.

Please Note: objectives are not to be deleted unless entered in error.

# Deleting Existing Objectives

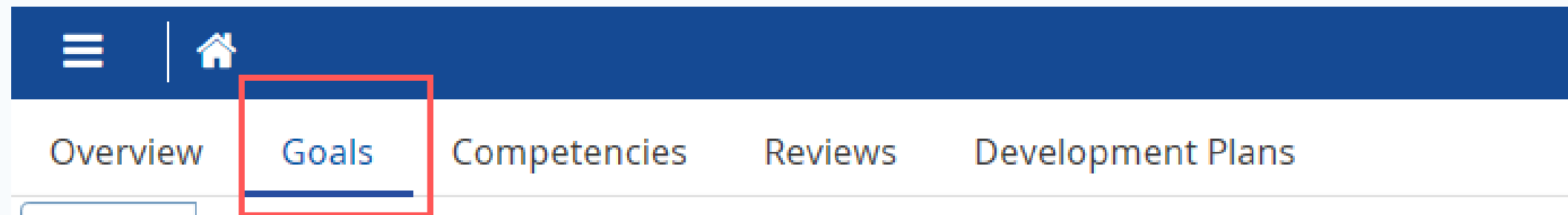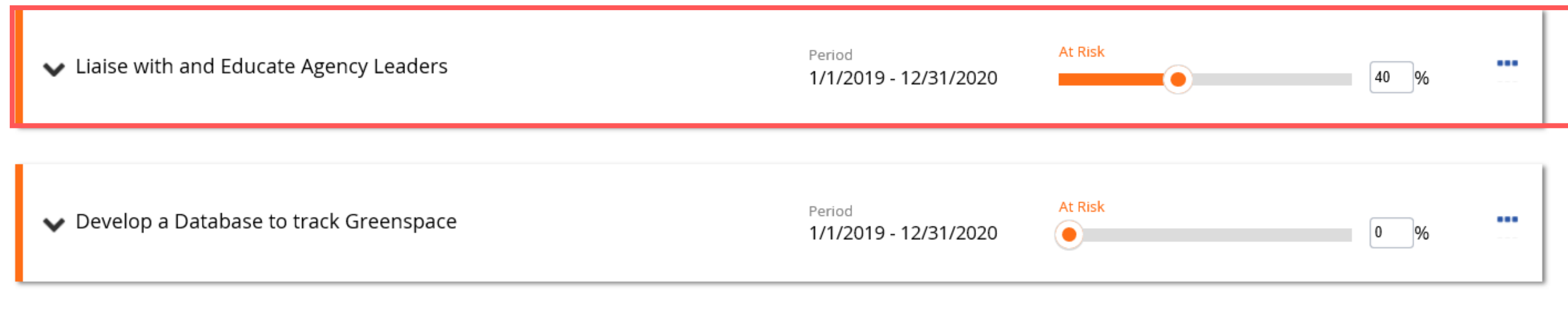- **Click on the Goal Tab displayed in the ribbon on the homepage:**



**2. Locate the objective you wish to edit from the list of objectives**

# Deleting Existing Objectives

**3. Click on the Action Buttons located beside the objective you wish to edit:**



| | | | | | |
|---|---|---|---|---|---|
| ⌄ Liaise with and Educate Agency Leaders | Period 1/1/2019 - 12/31/2020 | At Risk | | 40 % | ⋯ |
| ⌄ Develop a Database to track Greenspace | Period 1/1/2019 - 12/31/2020 | At Risk | | 0 % | ⋯ |

**4. Click on the Action Buttons located beside the objective you wish to edit:**
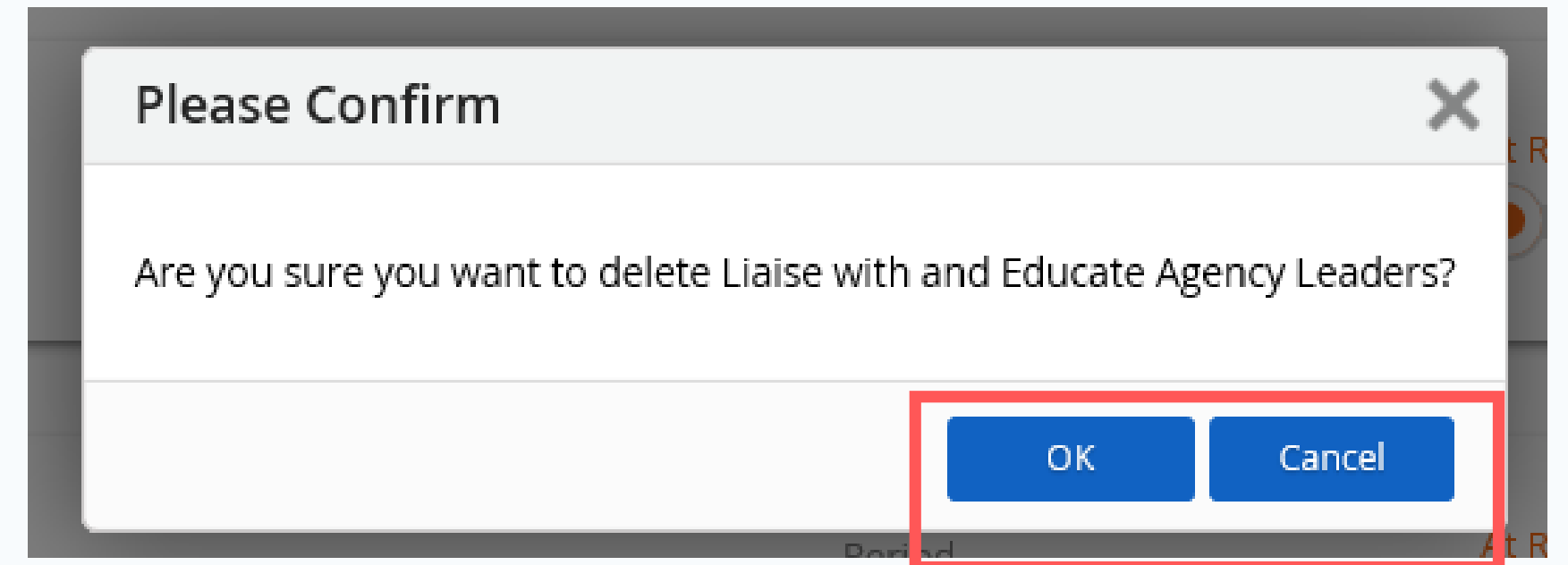


Edit

Copy

Deactivate

Delete

# Deleting Existing Objectives

**5. Ceridian will prompt a confirmation:**
- ○ 2 options:

1. Ok - to confirm deleting of selected objective

2. Cancel - to cancel deleting objective



Please Confirm

Are you sure you want to delete Liaise with and Educate Agency Leaders?

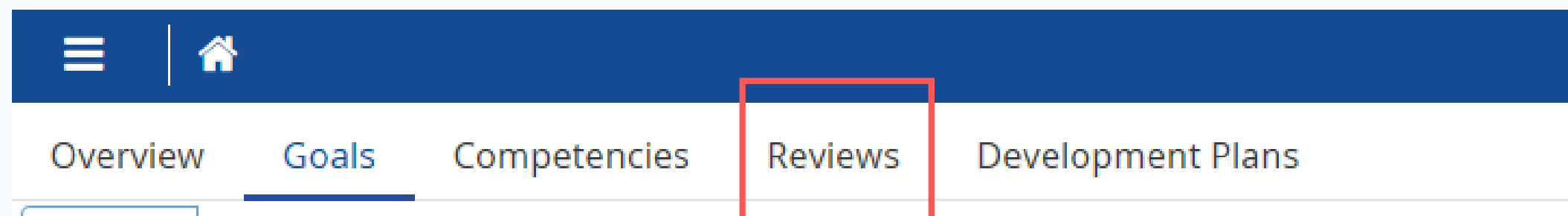OK    Cancel

# Documenting Progress in Ceridian

# Documenting Progress

**Employees are encouraged to document their progress towards objectives on a regular basis.**

• **Click on the Review Tab displayed in the ribbon on the homepage:**

Overview    Goals    Competencies    Reviews    Development Plans

# Documenting Progress

**2. This opens up the Review page – select:**

New Mid-year Performance Review     11/1/2019 - 12/31/2019     🕐 Self Review

- **New Mid Year Performance:**
  - To enter progress comments against objectives from January - June in the current performance year (i.e. Jan 1/2020- June 30/2020).

# Documenting Progress

**3. Once Mid-Year Review is selected this opens up a screen where progress against each objective can be documented:**

# Documenting Progress

4. **Once comments have been entered – to save:**

**Save as Draft**

Saves your comments.

**Note: managers can view progress comments as they are being updated.**

5. **To cancel comments without saving:**

**Cancel**

Deletes comments without saving. Comments cannot be reactivated.

# Key Takeaways

- Goal/objective setting is a combined effort between you and your manager.

- Goals/objectives & competencies must be evaluated together to accurately assess performance. Think of the goal as the "what" and the competency as the "how."

- Ceridian Dayforce is where objectives and goals can be set, viewed and progress documented.

# Resources

All Resources can be found under:

**Staff Hub > Human Resources Tab > 2020 Performance Development**

## PERFORMANCE DEVELOPMENT GUIDE

Outlines the Performance Development Process and the Ceridian Portal.

## CERIDIAN VIDEO

Visual walk-through of the Ceridian Portal.

## CERIDIAN TRAINING AIDES

Quick outline of specific transactions in Ceridian.

- How to create an objective.
- How to add progress comments toward objective.

# Talk to us!

# The Human Resources Team

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