

# Performance Development Program for Employees

Human Resources

JANUARY  
2020



# Learning Objectives

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- Describe TRCA's performance development process.
- Understand how to construct clear and relevant SMART objectives.
- Compose objectives in Ceridian DayForce.





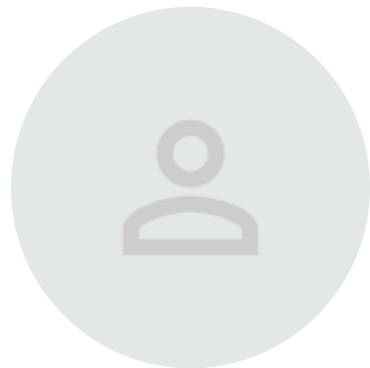
**Facilitate collaborative dialogue  
between manager and direct reports**



**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

## IMPORTANT NOTE:

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

### **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.



# 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:

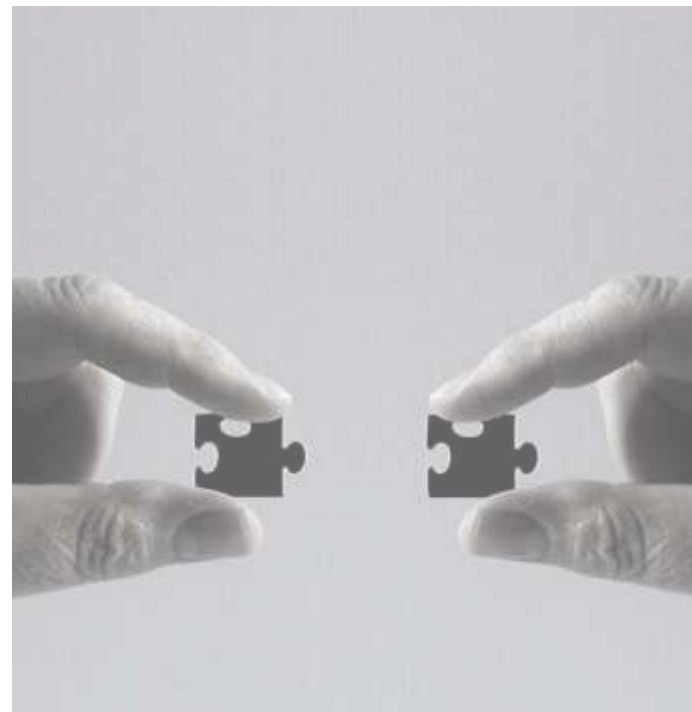
STRATEGIC PLAN  
PRIORITIES

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

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



**CORE**

Integrity  
Collaboration  
Accountability  
Respect  
Excellence

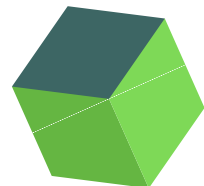
Definitions of competencies can be found on [TRCA Hub > Human Resources > Performance Development](#)





# Ceridian Walk Through

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# 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



# HOW TO ACCESS CERIDIAN

1. Ceridian can be accessed through the TRCA Staff Hub

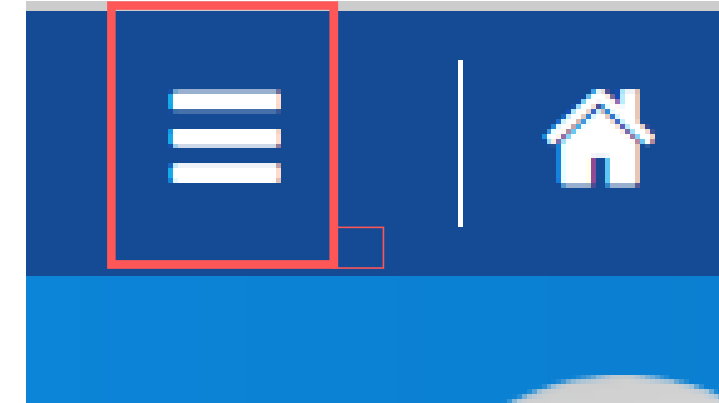


2. Click on the Ceridian Icon under **Quick Links**

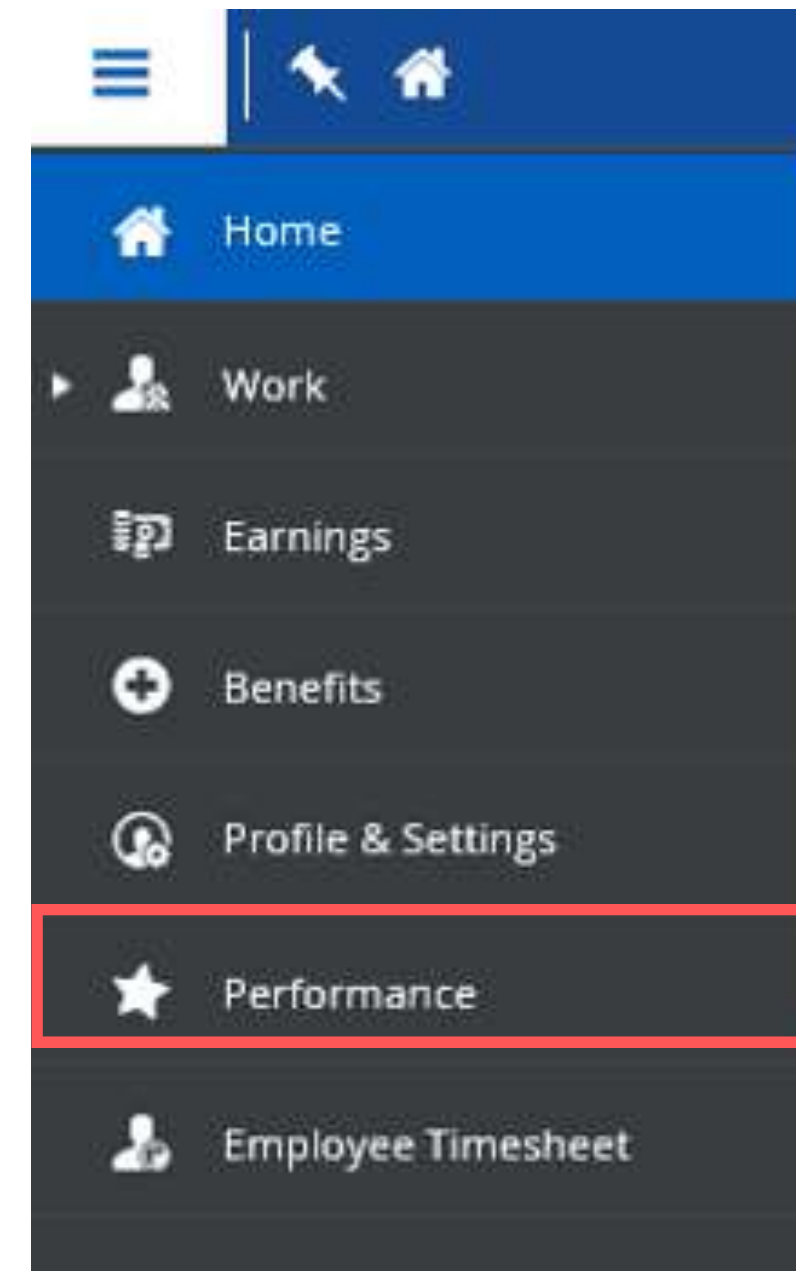


# HOW TO ACCESS PERFORMANCE MODULE

1. Click on the Menu  
Button at the top left hand  
corner of the screen

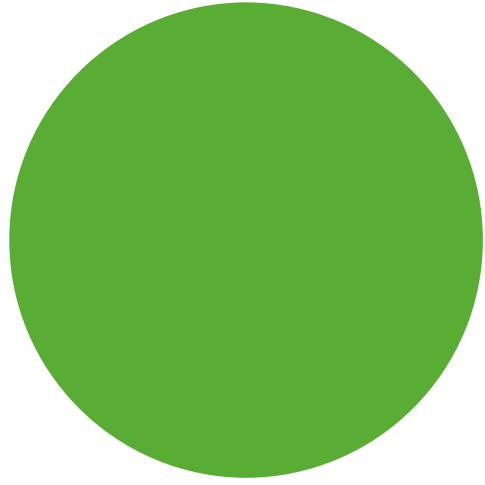


2. Select 'Performance'  
from the drop down



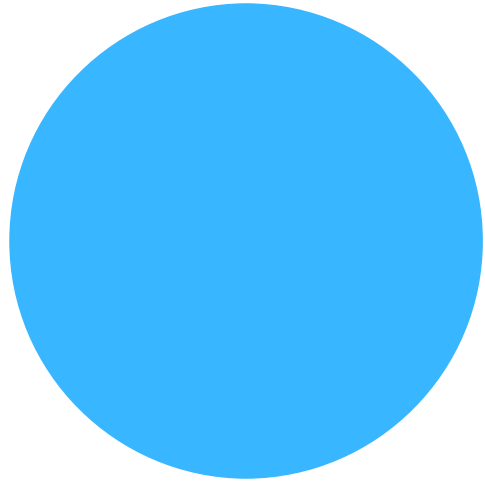


# OVERVIEW SCREEN



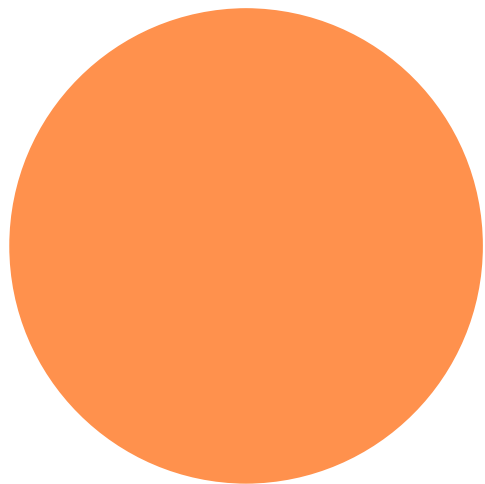
## Review Cycle

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

*3 panels displayed:* \_\_\_\_\_

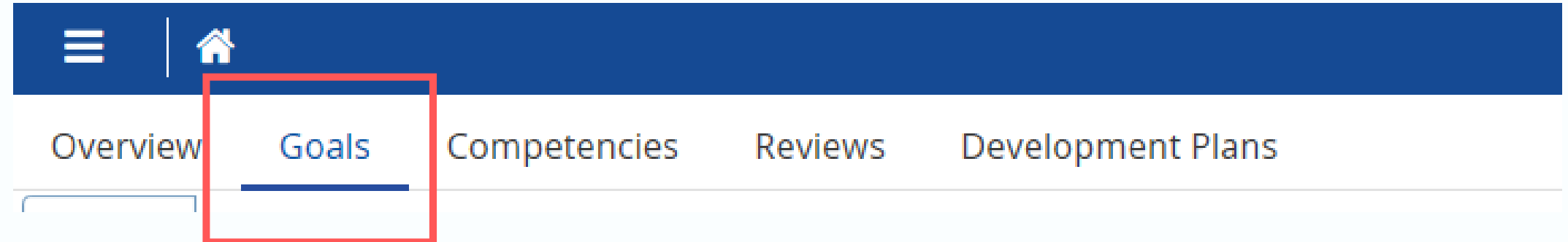


# Setting Objectives in Ceridian

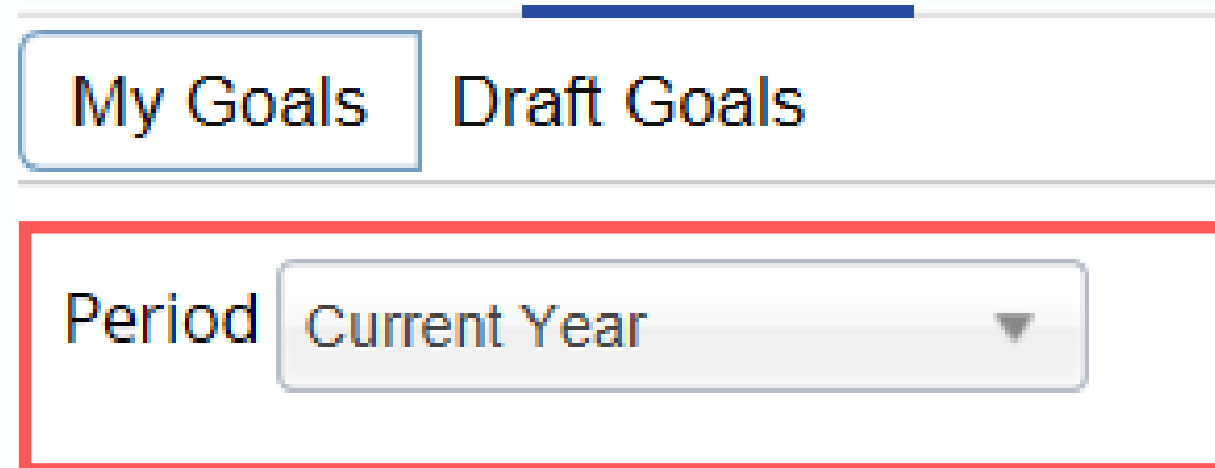
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# Entering Objectives in Ceridian

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



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

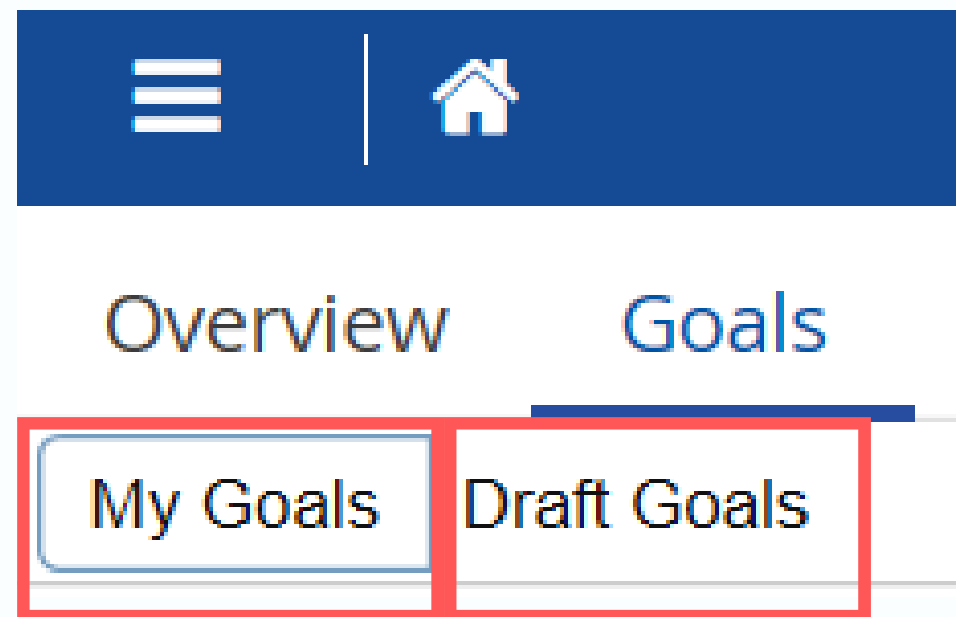


**Note: goals and objectives are interchangeable terms in Ceridian.**

# Entering Objectives in Ceridian

## 2. Under the Goals Tab - 2 additional tabs will be visible:

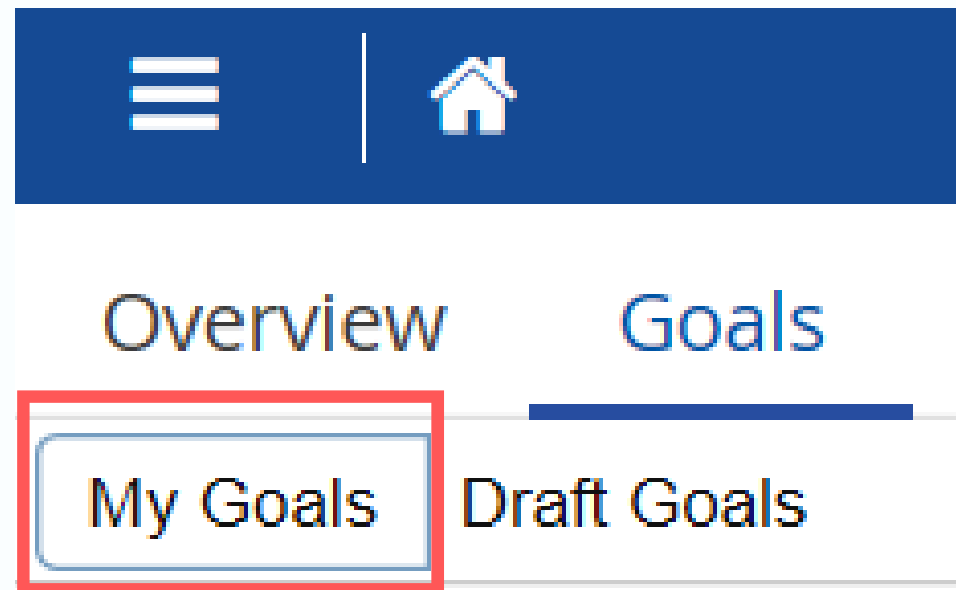
- **My Goals:** where goals are recorded. These are visible to your manager.
- **Draft Goals:** where goals created in rough draft will be stored. These are not visible to your manager until 'published'.



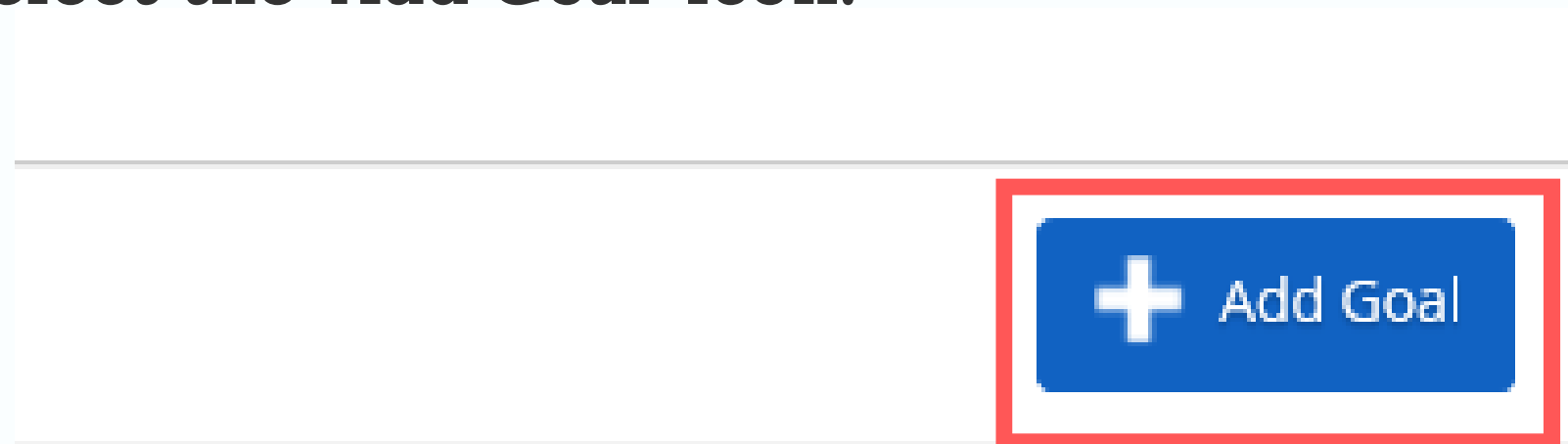


# Entering Objectives in Ceridian

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:

**Add Goal**

Add Goal - English (US)

Name \*

Goal Name

Description \*

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

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

Goal Category \*

Select an Option...

Start Date

Due Date

Measure Type \*

Select an Option...

Language

Select the languages that you want this goal to be available in.

☒ English (US)  
☐ Français (Canada)

Save as Draft

Finish

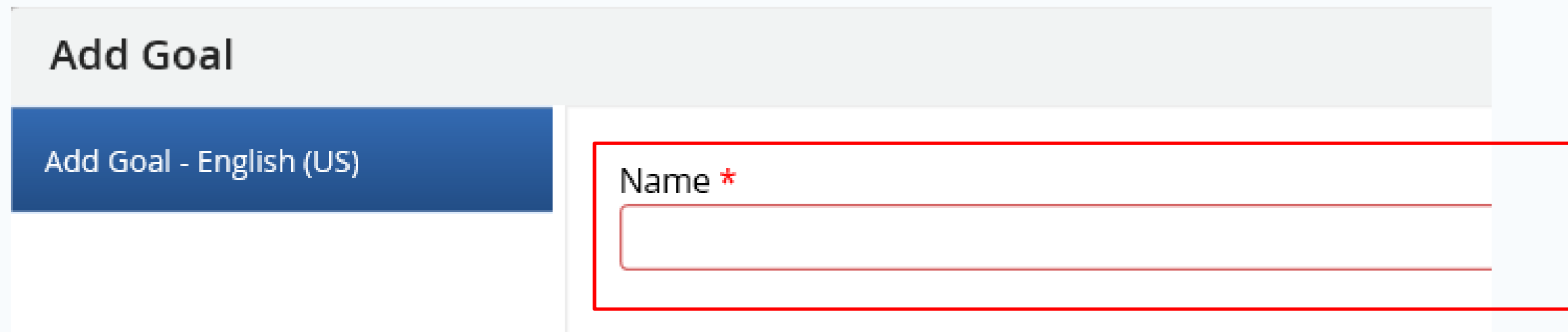
Cancel

**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



The screenshot shows a form titled "Add Goal". On the left, there is a blue button labeled "Add Goal - English (US)". To the right of the button is a text input field labeled "Name \*". The "Name \*" field is highlighted with a red rectangular border.

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



The screenshot shows a text area titled "Description" with a red border. Inside the text area, there is a rich text editor toolbar with icons for undo, redo, bold, italic, underline, bulleted list, numbered list, and link. Below the toolbar, the text reads: "Descriptive information about goal / objective. The description should follow the SMART method." followed by a list of SMART criteria: "S - specific", "M - measurable", "A - attainable", "R - realistic", and "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 current and future needs

3- Rethink greenspace to maximize its value

4 - Create complete communities that integrate land use, transportation, and housing

5 - Foster sustainable citizenship

6 - Tell the story of the Toronto region

7 - Build partnerships and new business models to advance the region's economic development

8 - Gather and share the best sustainability knowledge and practices



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

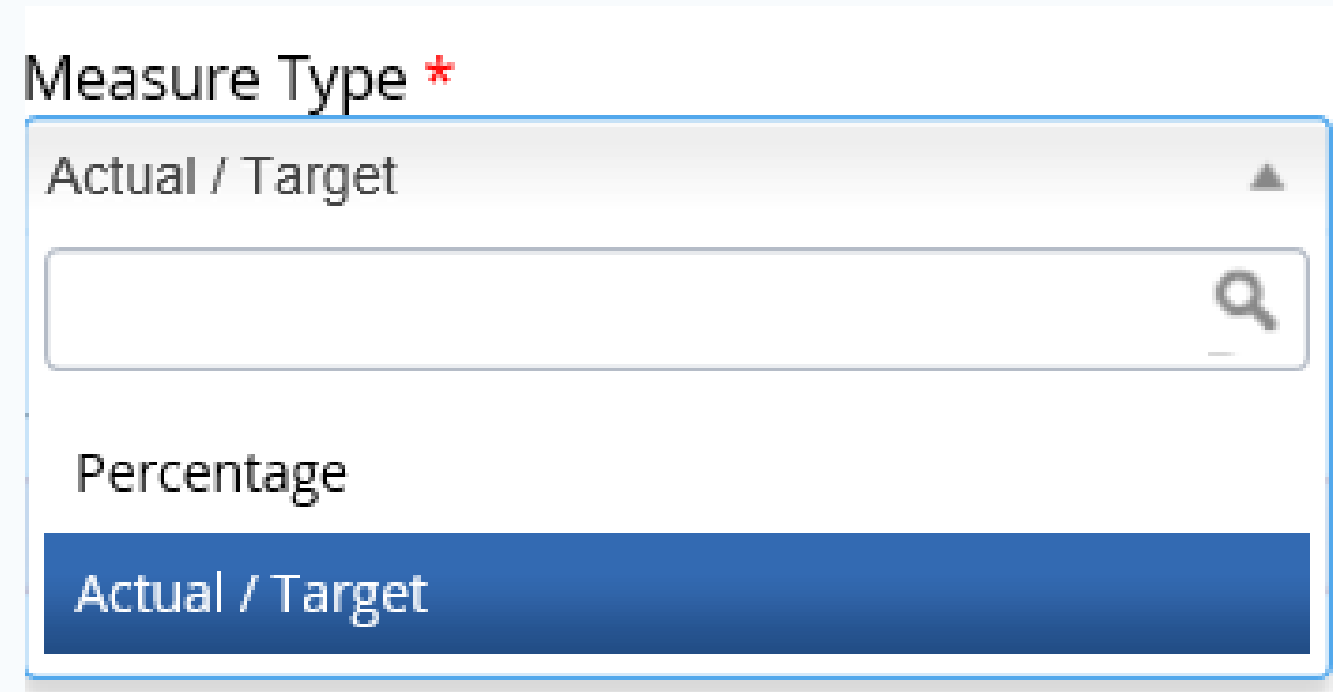
Start Date	Due Date
<input type="text" value="1/1/2020"/> 	<input type="text" value="12/31/2020"/> 

- **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



A screenshot of a web form titled "Measure Type \*". The form shows a dropdown menu with "Actual / Target" selected. Below the dropdown is a search bar with a magnifying glass icon. Below the search bar, the word "Percentage" is visible, and at the bottom, "Actual / Target" is highlighted in a blue bar.

- **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

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 Type \*

Select an Option...

Amount(\$)

Count

Target \*

- **Examples of Measure Type:**

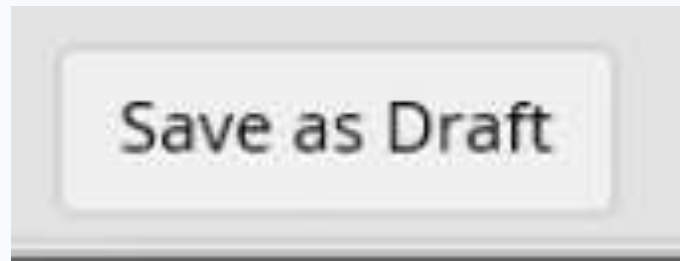
- Amount (\$): "Generate \$10,000 in revenue by Q3"

- Count: "Acquire 30 new accounts by Q3"



# Deep Dive: Add Goal Screen

- Once all fields have been filled you can either:



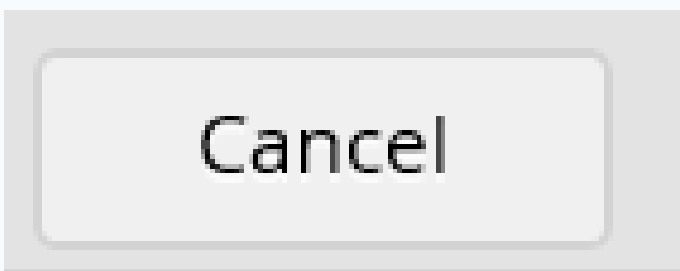
## **Save as Draft**

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



## **Finish**

Publishes objectives. Can be  
viewed by your manager.

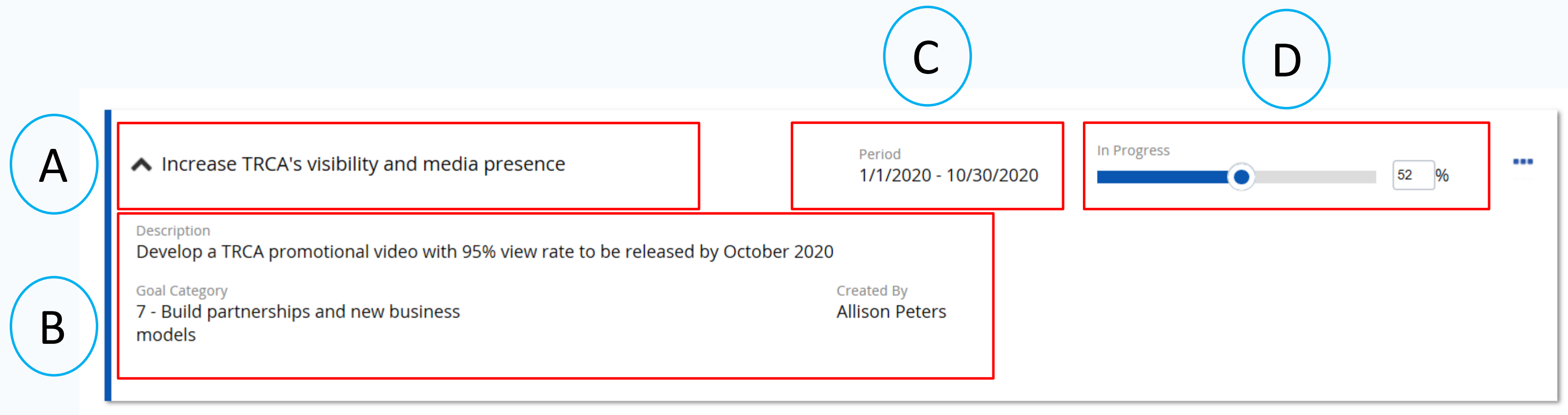


## **Cancel**

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



# Sample Goal: Completed



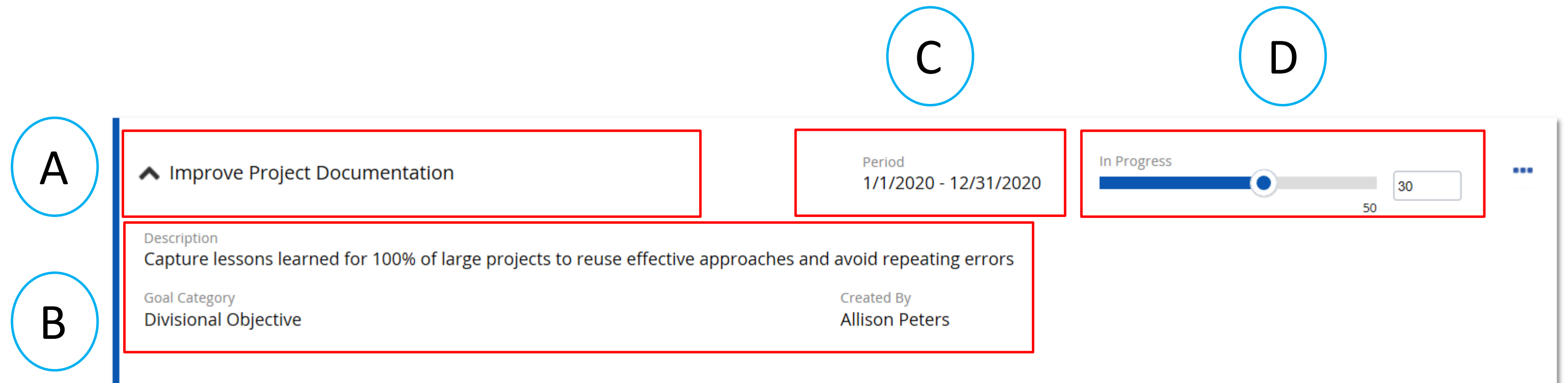
## Legend:

- 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



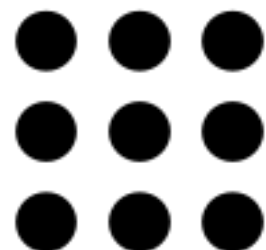
## Legend:

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



A person in a dark suit and white shirt is seated at a desk, editing documents. Their hands are visible, one holding a pen and the other resting on a document. The desk is cluttered with various items: a laptop on the left, a calculator on the right, and several papers and folders in the foreground. The background is a plain wall. The entire image is overlaid with a semi-transparent green filter.

# Editing Existing Objectives

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# Editing Existing Objectives

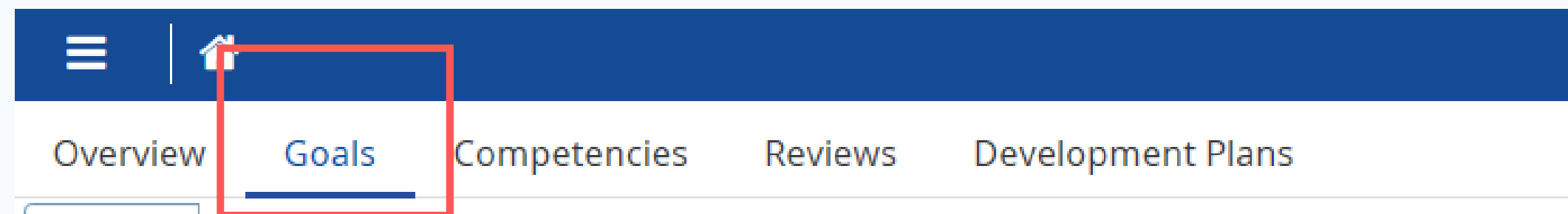


Please Note: if editing objectives that you and your manager have agreed upon, please ensure you have a conversation prior to making a change.




# Editing Existing Objectives

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



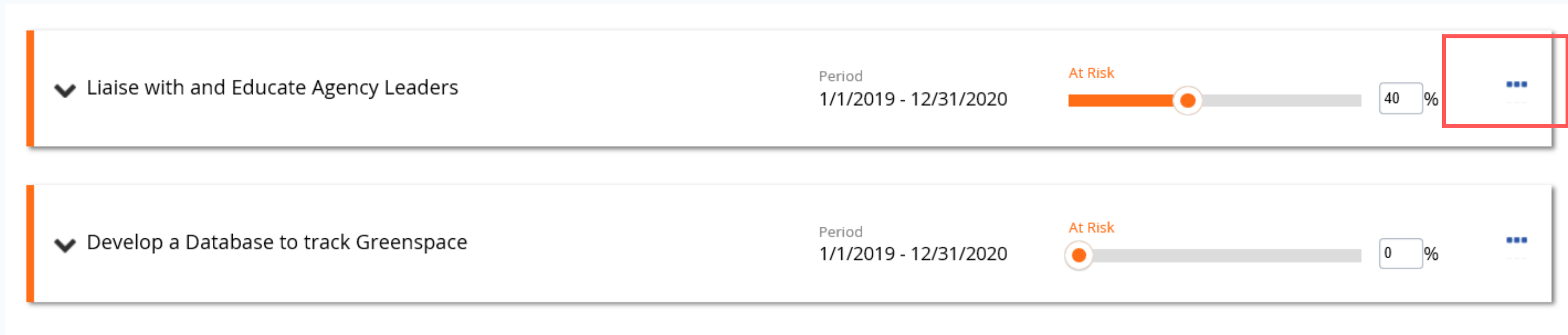
## 2. Locate the objective you wish to edit from the list of objectives



▼ Liaise with and Educate Agency Leaders	Period 1/1/2019 - 12/31/2020	At Risk <div><div></div></div>	40 %	⋮
▼ Develop a Database to track Greenspace	Period 1/1/2019 - 12/31/2020	At Risk <div><div></div></div>	0 %	⋮

# Editing Existing Objectives

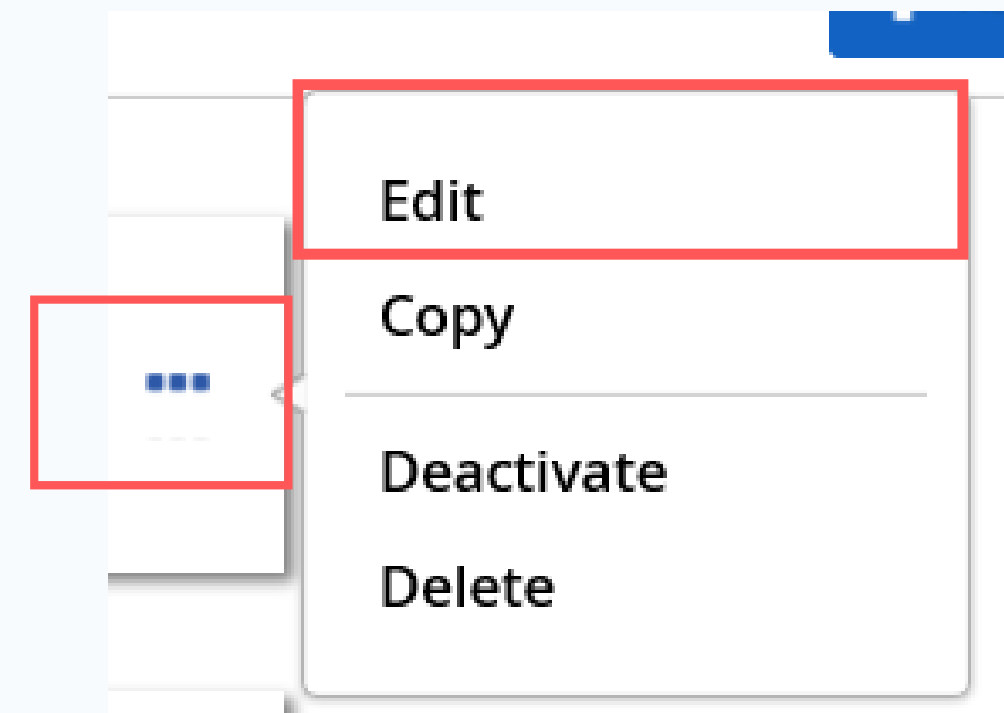
3. Click on the Action Buttons located beside the objective you wish to edit:



The screenshot shows two objective cards. The first card is titled 'Liaise with and Educate Agency Leaders' and shows a progress bar at 40% with a status of 'At Risk'. The second card is titled 'Develop a Database to track Greenspace' and shows a progress bar at 0% with a status of 'At Risk'. Both cards have a red box highlighting the three-dot action button in the top right corner.

Objective	Period	Status	Progress (%)	Action Buttons
▼ Liaise with and Educate Agency Leaders	1/1/2019 - 12/31/2020	At Risk	40	...
▼ Develop a Database to track Greenspace	1/1/2019 - 12/31/2020	At Risk	0	...

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



The screenshot shows a dropdown menu with the following options: Edit, Copy, Deactivate, and Delete. The 'Edit' option is highlighted with a red box. The three-dot action button that triggered the menu is also highlighted with a red box.

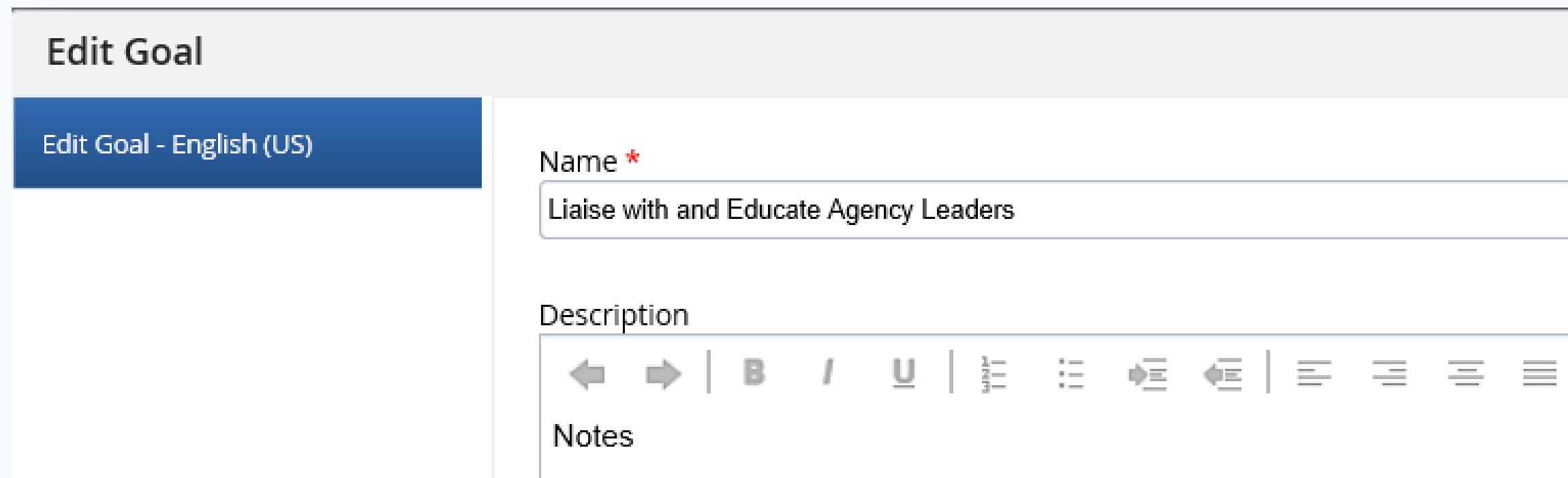
Action
Edit
Copy
Deactivate
Delete





# Editing Existing Objectives

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



**Edit Goal**

Edit Goal - English (US)

Name \*

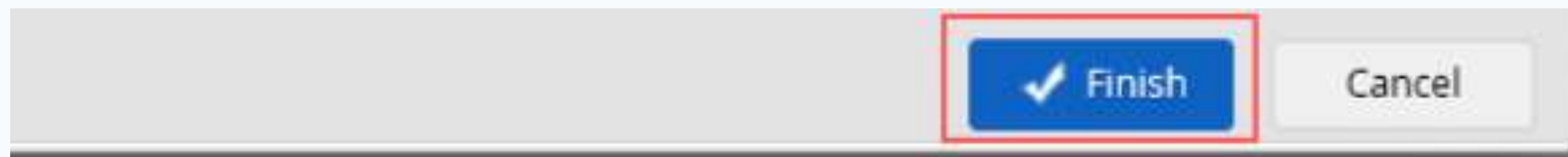
Liaise with and Educate Agency Leaders

Description

← → | **B** / U | [List Icons] [Align Icons]

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

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# Deleting Existing Objectives



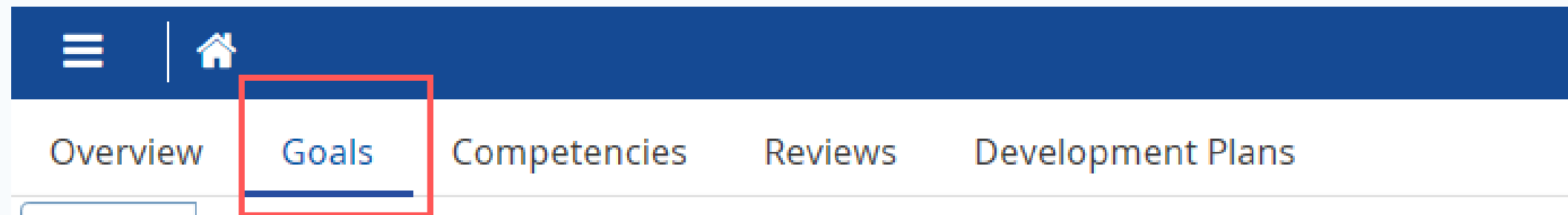
**Please Note: if deleting objectives that you and your manager have agreed upon, please ensure you have a conversation prior to making a change.**

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

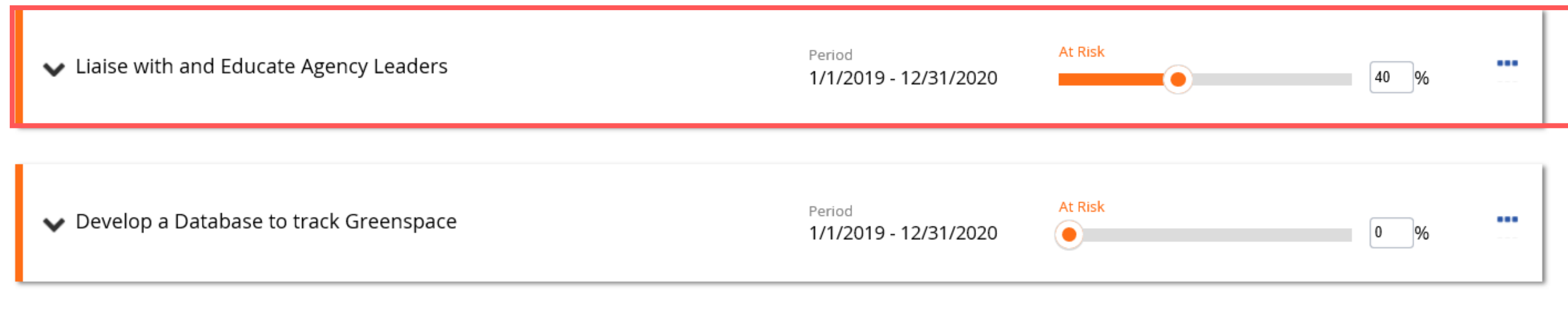


# Deleting Existing Objectives

- 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

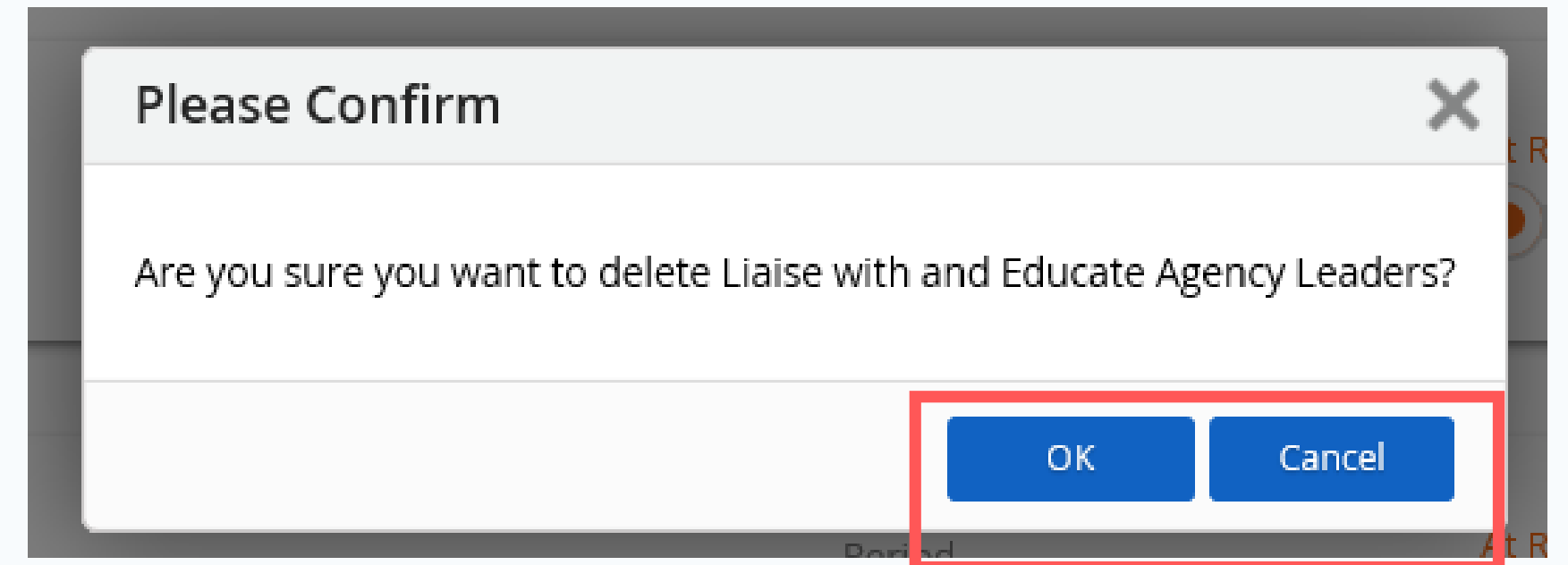
Delete



# 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





A person in a dark suit and white shirt is seated at a desk, working. Their right hand is raised near their head, and their left hand is on a laptop. The desk is cluttered with papers, a laptop, and other office items. The entire image is covered with a semi-transparent green filter. The text 'Documenting Progress in Ceridian' is centered in a white serif font, with a white horizontal line below it.

# Documenting Progress in Ceridian

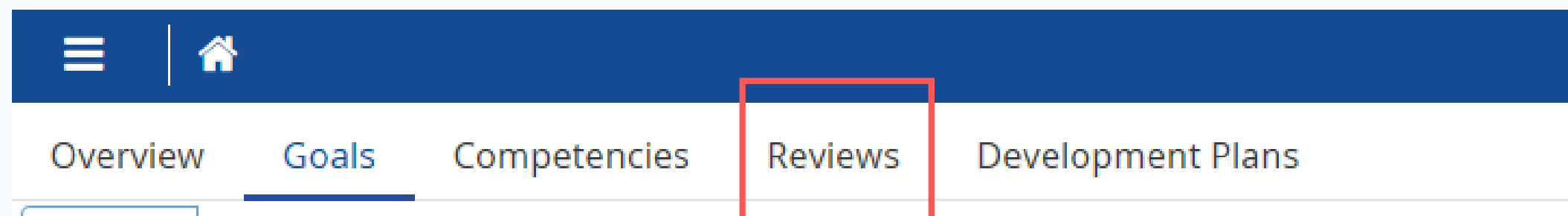
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# Documenting Progress



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:



# 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:**

1. Mentor 6 New Hires in 2020

Due Date

12/31/2020

% Complete

60%

Comments

←

→

|

**B**

/

U

|

→

←

|

A

▼

Aa

▼

Font

▼



# Documenting Progress

4. Once comments have been entered - to save:

A rectangular button with a light gray background and a thin red border. The text "Save as Draft" is centered in a dark gray font.

Save as Draft

**Save as Draft**

Saves your comments.

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

5. To cancel comments without saving:

A rectangular button with a light gray background and a thin red border. The text "Cancel" is centered in a dark gray font.

Cancel

**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**



*Shiri Wahby*  
L&D Specialist



*Remona Francis*  
HRBP



*Carmen Lam*  
HRBP



*Alison Pendrith*  
HRBP



*Ian Kennedy*  
HR Manager