Performance Development Program for Managers

Human Resources

JANUARY
2020

Learning Objectives

- Discuss TRCA's performance development process.

- Prepare to measure both the "what" and the "how" of performance by setting clear, SMART objectives.

- Practice coaching conversations using the GROW Model.

- Demonstrate objective setting in Ceridian DayForce.

Housekeeping & Ground Rules

- **No disturbances**: Phones should be off or kept in silent mode.

- **Breaks**: Please come back on time from breaks assigned.

- **Participation**: You are your own best resource.

- **Ask questions**: Please ask questions if clarification is required.

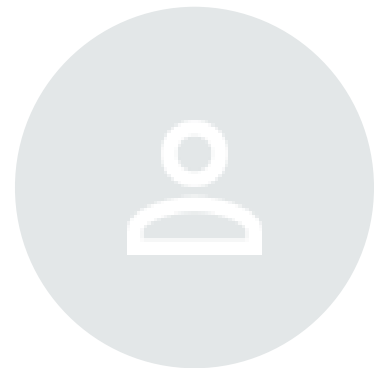- **Respectful**: everyone has an equal voice and everyone's opinion matters.

Facilitate collaborative dialogue

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 strategic priorities and divisional objectives.

JANUARY/FEBRUARY

Meet with manager to establish objectives aligned with divisional priorities. Focus on establishing 4 to 5 objectives. Development goals also established - focus on establishing 2 to 3 objectives.

JUNE/JULY

Mid-Year Review to assess progress to date.

NOVEMBER/ DECEMBER

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

IMPORTANT NOTE:

2020 Objectives should be inputted into Ceridian by March 12, 2020.
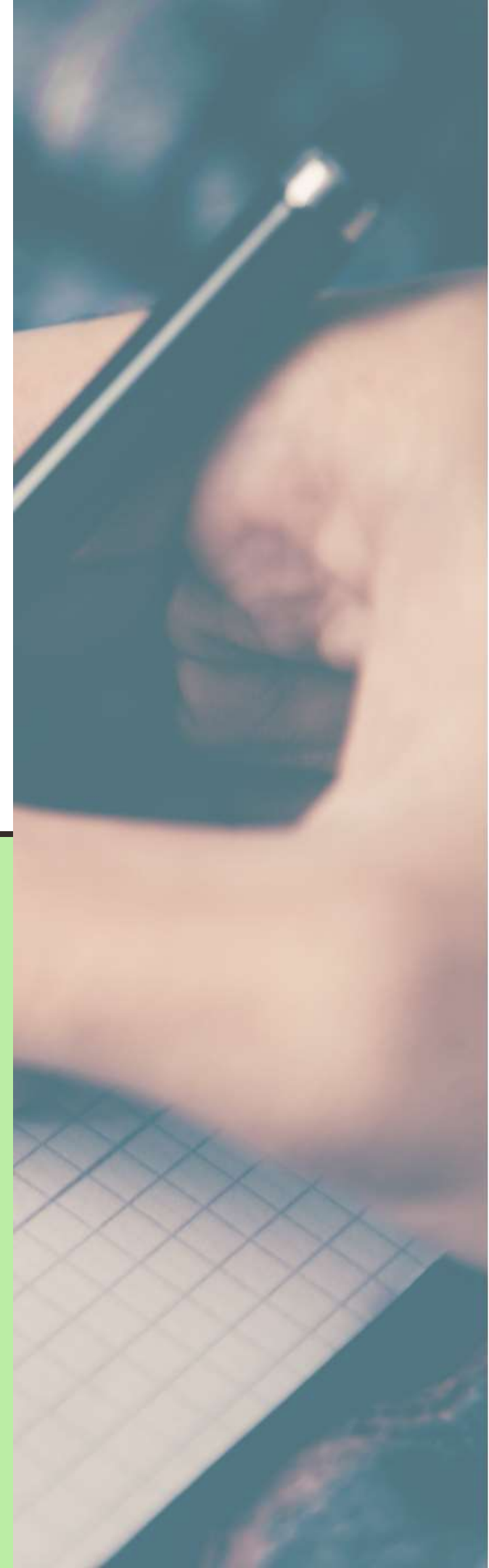
FOUNDATIONS

VISION, MISSION, VALUES

STRATEGIC PLAN

DIVISIONAL PRIORITIES

Leadership Expectations

Program Ambassadors

Facilitate Discussions

Collaboratively establish objectives

Development Opportunities

Objective Setting

Your Role as Manager

- Have a sound understanding and clearly communicate division/business unit plans and priorities for the year.
- Set up time to establish objectives with team.
- Help employees set objectives aligned with divisional or strategic plan priorities.
- Help employees set development goals that are aligned with career interests and aspirations.

Your Role as Employee

- Understand division/business unit plans and priorities for the year.
- Come prepared to actively participate in the creation of objectives.
- Reach agreement with manager regarding methods to support objective and developmental goal achievement.
- Come prepared to actively participate in the creation of development goals.

OBJECTIVE SETTING

5 Objectives maximum to be created tIED TO STRATEGIC PRIORITIES AND/ OR DIVISIONAL PRIORITIES

Objective Setting: example

PROJECT MANAGER

Divisional Priorities

Carry out the planning, design and construction of protection works to the limit of funding available, on a priority basis as agreed to by York Region ESS staff.

Two projects scheduled for implementation in 2020: Patterson-Richvale and Yonge Street Overpass.

Objective Setting: example

PROGRAM ASSISTANT

Strategic Plan Priority #3:
Rethink Greenspace to maximise greenspace

Coordinate one working session with each municipal partner by end of Q2.

Develop five high priority partnered trail implementation projects with member municipalities by the end of Q4.

SMART GOALS

PRACTICE

As a Manager, identify one divisional objective provided to you by your Director and help your employee develop an objective to support the divisional priority.

Keep **SMART** goals in mind: Identify a timeline for completion and what the measure of achievement will be.
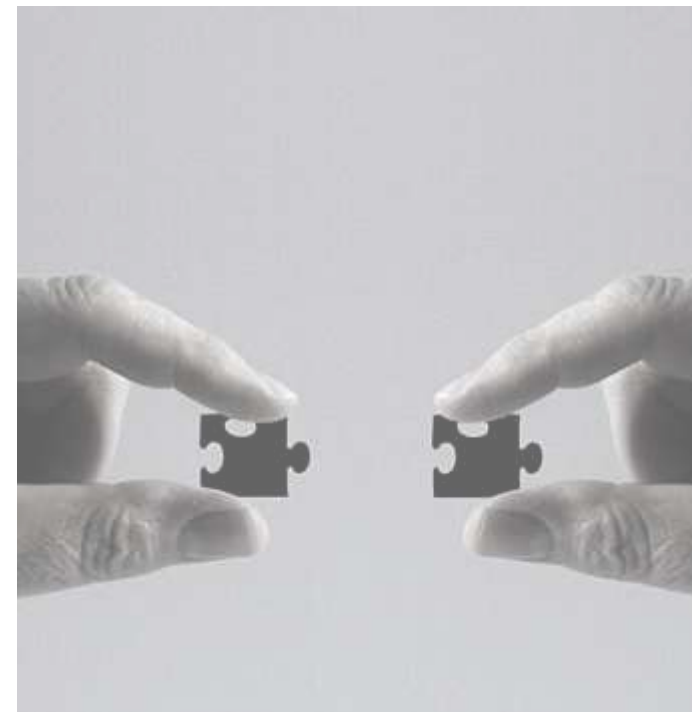
SMART GOALS

PRACTICE

As a Manager, identify one objective tied to the Strategic Plan Priorities and help your employee develop an objective.

Keep **SMART** goals in mind: Identify a timeline for completion and what the measure of achievement will be.

Competencies

WHAT ARE THEY?

Behaviors that distinguish excellent performers and help to align individual behavior with business strategies.
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

CORE

LEADERSHIP

SENIOR
LEADERSHIP

Competencies

CORE

Required of **all** TRCA employees across all levels and functions.

LEADERSHIP

Required for TRCA management (Directors, SM, Managers, Sups)

COMPETENCIES

Integrity

Collaboration

Accountability

Respect

Excellence

COMPETENCIES

Develop & Lead Talent

Champion Change

Communicate Effectively

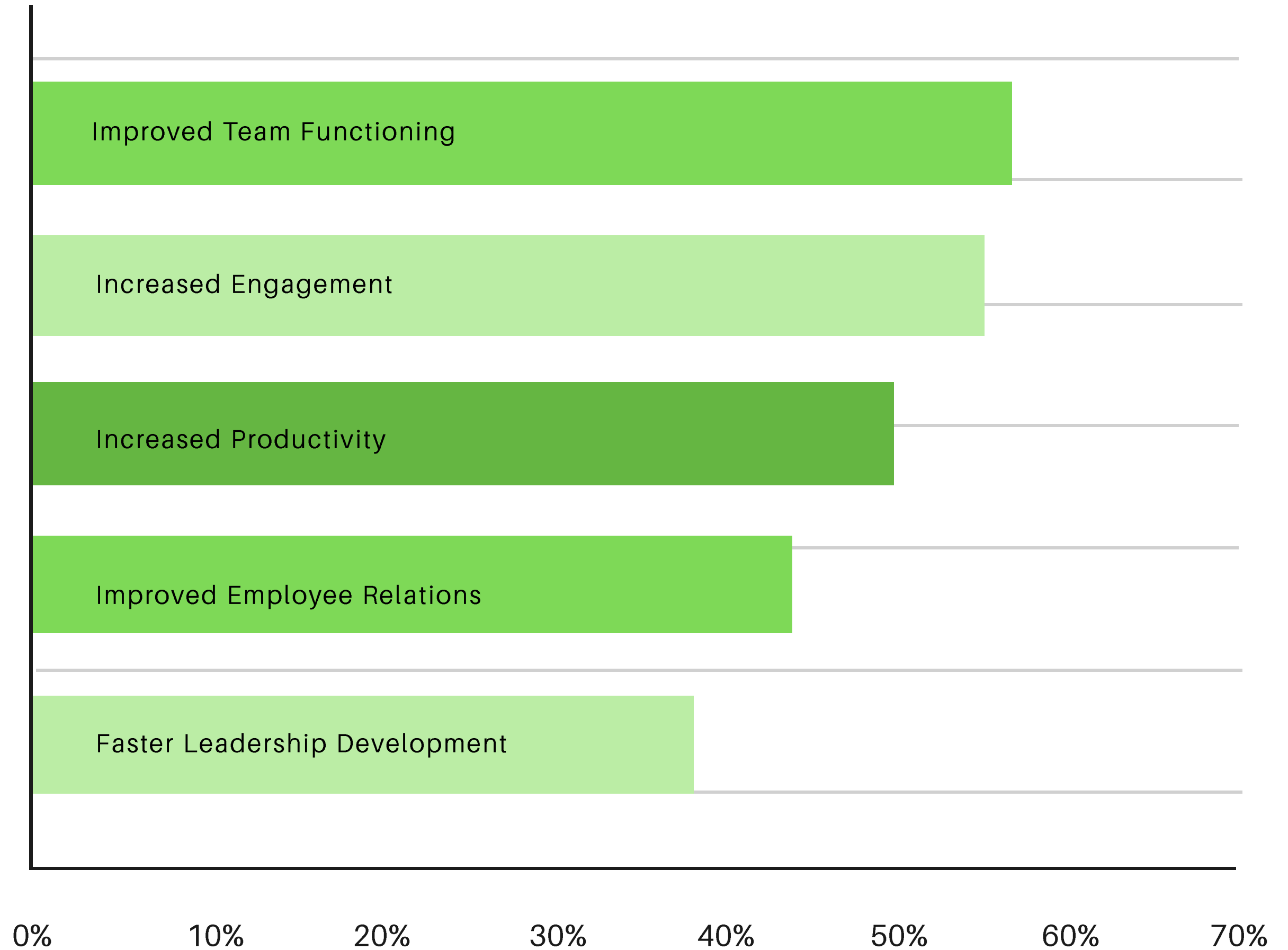Create Vision & Strategy

Coaching Conversations

"

"Tell me, and I'll forget. Show me, and I'll remember. Involve me, and I'll learn."

BENJAMIN FRANKLIN

Coaching Culture

Top five impacts of coaching

Improved Team Functioning

Increased Engagement

Increased Productivity

Improved Employee Relations

Faster Leadership Development

0%   10%   20%   30%   40%   50%   60%   70%

COACHING: BEST PRACTICES

1 | *Pre-Coaching*

Prepare your conversation

Book a private area

Allocate ample time

2 | *During Coaching*

Set the stage

Follow the 80/20 Principle

Limit Distractions

3 | *Post-Coaching*

Summarize action items

Document action items

Ceridian
DayForce

Employee Overview

1 How to Access Performance in Ceridian

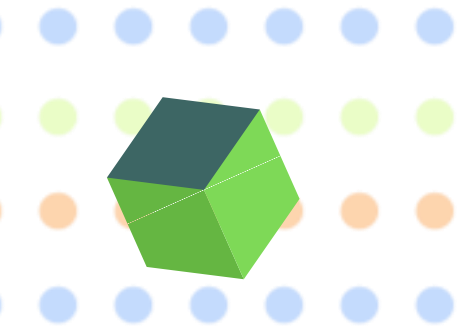**2** Ceridian Screen Overview

3 Entering Objectives in Ceridian

4 Making Edits to Existing Objectives

5 Deleting Existing Objectives

6 Documenting Progress towards Objectives

Manager Overview

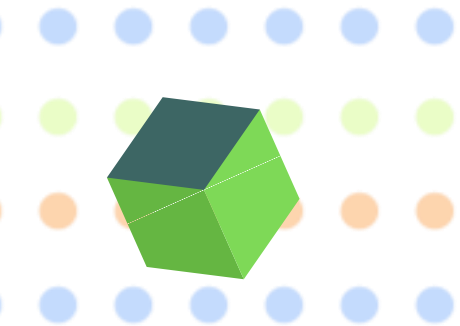**1** How to View
Team Goals

2 How to View
Team Competencies

3 How to View Teams
Progress Comments

4 How to enter Progress
Comments for each
Employee

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."

- Regular coaching conversations are central to the success of this process as they ensure alignment between you and your employees.

Resources

All Resources can be found under:

Staff Hub > Human Resources Tab > Performance Development Program > Resources for Supervisors

PERFORMANCE DEVELOPMENT GUIDE

Outlines the Performance Development Process, Objective setting and Coaching Conversations.

CERIDIAN TRAINING AIDE

Quick outline of specific transactions in Ceridian.

- **Employee Profile**: Creating an Objective
- **Employee Profile**: Adding Comments to review
- **Manager Profile**: Viewing an employee's objectives

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