



Canada School
of Public Service

École de la fonction
publique du Canada

MANAGERS



PERFORMANCE MANAGEMENT FOR MANAGERS

www.myschool-monecole.gc.ca

Canada 

“ It is critical for a high performing organization to **develop its talent** through a systematic and integrated approach **to managing performance** and **learning**. ”

- 2010-2011 Public Service
Renewal Action Plan

The Canada School of Public Service (the School) provides learning products and training opportunities to advance Public Service Renewal and enhance the job performance of public service employees now and in the future. To better equip managers with the knowledge and skills they need to manage people and performance in today's public service, the School has designed a performance management curriculum for managers.

The *2010-11 Public Service Renewal Action Plan* emphasizes the need to foster efficient, collaborative and innovative workplaces. Given this context, and Government, Public Service and organizational priorities, managers play a key role in creating and driving the corporate culture. They ensure that the principles and goals of renewal are reflected into the realities of daily work.

Discover how the School can assist you in performance management with a variety of flexible learning approaches that go beyond the classroom.

PERFORMANCE MANAGEMENT COURSES

Dealing with Employee Performance Issues (G132) - 0.5 day

Managers must be equipped with the knowledge needed to confidently deal with unsatisfactory performers. This workshop examines a range of practical tools, skills and techniques to help enable managers to carry out positive employee performance management models of support and direction. Participants will learn how to use formal and informal support processes, training and development opportunities, structured meetings and employee reviews to help improve employee performance issues.

Developing Personal Learning Plans (G135) - 1 day

A personal learning plan enables learners to acquire the knowledge and skills needed to further their abilities in their job. This course explores the responsibility of managers to lead personal learning plan discussions with their team members that will result in efficient, well thought-out and mutually agreeable learning plans that support employee development. Participants will learn how to conduct meaningful discussions that define relevant, attainable and measurable objectives in support of learning within their organization.

Diversity in Action: Understanding the Characteristics of Leadership and Workplace Diversity (G134) - 0.5 day

Understanding the characteristics of leadership and workplace diversity is a key element in enhancing the performance of employees at all levels. This workshop provides hands-on opportunities to help participants better understand the impact of diversity at work and its role in creating a culture that is inclusive and that embraces change. Participants will define interpersonal strategies in leading diversity and will explore new approaches to better deal with differences in the workplace.

■ Having Difficult Conversations (G131) - 0.5 day

Open discussion between managers and their team members is an important element in facilitating workplace well-being. This workshop provides managers with an opportunity to develop the skills necessary to better manage difficult conversations with empathy and influence towards reaching common and practical goals. Participants will benefit from practical techniques and advice on creating a safe and open environment for the discussion of difficult topics in the workplace.

■ Managing Employee Performance: An Interactive Expert Panel Discussion (G130) - 0.5 day

Performance management is an ever-changing field with an increasing complexity of issues. This workshop provides an opportunity to address employee performance issues through dialogue and discussion with a panel of experts from within the Public Service of Canada. Participants will interact with panel members by exploring real life cases that deal with difficult employee performance, followed by questions and answers surrounding personal situations presented.

■ Writing Performance Agreements for Managers (G133) - 1 day

Understanding the key elements and terminology related to performance agreements is a responsibility of managers at all levels. This workshop provides managers with an overview of the performance management process and assists in the development of clear and measurable performance agreements. Participants will gain valuable insight and practice into how to write performance measures while linking individual accountability to government initiatives, corporate strategies and other business priorities.

■ The Log Book: Managing Performance, Developing and Retaining Talent (B144) - 1 day

Establishing a positive relationship with employees stems from establishing clear expectations and supporting performance abilities. This course provides supervisors and managers alike with an overview of the many steps in the performance management cycle and in learning planning. Participants will benefit from simple, concise and easy to use tools that are needed to ensure proper performance management techniques throughout the fiscal year.

“ Executives and managers are **responsible for creating** an inclusive and welcoming workplace, and managing and retaining a diverse group of employees to **produce the best results possible.** ”

- Clerk of the Privy Council,

17th Annual Report to the Prime Minister
on the Public Service of Canada

ACTION LEARNING

Performance Management: Action Learning Groups for Managers (G136)

6 days spread over 4 to 6 months

Action learning is a sustained process of collaborative inquiry and focuses on real issues where participants reflect, learn and support each other in taking action. This workshop focuses on performance management issues and challenges managers to become aware of self-limiting patterns that may act as barriers in moving forward with resolving performance management issues. Participants will develop new skills and perceptions about self-awareness, personal reflection, active listening and insightful questioning which is designed to result in new actions and improved management of employee performance.

OTHER RELATED LEARNING

Classroom Courses

The School offers many other classroom courses that are related to or provide support for performance management:

[Coaching for Effective Leadership \(D101\)](#)

[Coaching Practices on Providing Effective Feedback \(L122\)](#)

[Leading for Results: Exploring Servant Leadership \(G306\)](#)

[Managing Human Performance \(G215\)](#)

[Principles and Practices of Labour Relations for Supervisors and Managers \(G244\)](#)

Online Courses

Hundreds of different learning products in both official languages are accessible through *Campusdirect*. Discover the following online courses related to performance management:

[Active Leadership in Values and Ethics \(C100E\)](#)

[Diversity Leadership in Action \(C101E\)](#)

[Act on Employment Equity: Expand Your Vision \(C001E\)](#)

[Giving Feedback \(C334E\)](#)

[Introduction to Personal Learning Plans \(C230E\)](#)

Official Language Acquisition and Maintenance

The School facilitates timely access to cost-effective, flexible and quality-assured language learning across Canada. It has also developed the [Language Maintenance and Acquisition Cycle \(C248\)](#), a self-directed online learning product that will guide you in the preparation of a language learning plan.

OTHER TOOLS AND SERVICES

The School also offers a variety of other tools and services in support of performance management, such as:

360 Degree Feedback Tool for Intact Teams

This assessment tool can help strategically focus investments in leadership development and determine group strengths, key success factors and blind spots.

Design and Adapted Departmental Learning Programs

The School provides support to departments as they build comprehensive learning plans to develop strategic priorities and manage change. As such, it plays the unique role of being able to customize learning to the needs of each department and agency.

The **Canada School of Public Service** offers other tools and practical approaches to enhance your skills and core competencies as a manager.

The **MANAGER'S LEARNING ROADMAP** can guide you in the creation of your personal learning plan and help you achieve your learning goals. Visit the Web site for details:
www.myschool-monecole.gc.ca

If you have any questions about the Canada School of Public Service, its products or services, please contact our Client Contact Centre:

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