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Introduction

Regular and constructive feedback provides a framework for the clear communication of objectives and expectations that will enable employees to optimize their performance. This policy is designed to encourage and support an environment for effective and frequent two-way communication between employees and their respective managers/supervisors.

Scope

This policy applies to all employees who are appointed on an indeterminate basis, or for a specified period of six months or more, except for members of the Executive Group (EX). (Written Performance feedback will be done annually for the period from June 1st to May 31 and from January 1st to December 31 for SE-RES employees)

Objectives

The objectives of the Employee Performance Management Process are to:

- maximize the contribution of all individuals and/or teams to the overall achievement of CRC's mandate;
- reinforce the process of open and frequent two-way communication between employees and their managers/supervisors concerning performance goals and work objectives;
- ensure the written evaluation of the employee's performance at least once annually, including a discussion of their achievements, opportunities for improvement and/or development;
- create a work environment where individual and/or team accomplishments and efforts are formally recognized;

Approach

The performance management process encourages ongoing, verbal communication between managers/supervisors and employees about work objectives and performance. This approach is built on flexibility and cooperation.

Employee performance goals and employee performance expectations need to be established in written form by the manager/supervisor in consultation with the employee, and be kept up-to-date.

These goals and expectations must be meaningful to both the manager and the employee. The goals must be relevant, measurable, specific and tied directly to the employee's position.

The communication process should be frequent, with an annual review at the end of the performance feedback period. Managers/supervisors and employees should meet periodically to review progress, recognize employee accomplishments, identify opportunities for improvement, discuss operational issues and employee development needs. Either party can initiate such discussions. The meetings should generally be informal and unless warranted, written records of these discussions are not required.

Managers/supervisors and employees are encouraged to take advantage of performance management meetings to discuss training needs and career aspirations. Career aspirations will not be recorded on the Performance Management Review form, however, career aspirations should constitute a major component of the branch Human Resources Plans.

Roles and Responsibilities

Managers/Supervisors:

- A) establish, in consultation with employees, performance goals and work objectives and keep them up-to-date as expectations evolve;
- B) provide employees with resources, tools, guidance and assistance;
- C) meet frequently and communicate regularly with employees to provide them with constructive feedback on their contributions, achievements, performance and opportunities for improvement (short and long term);
- D) ensure that commitments made to train employees are followed through within a reasonable time frame;
- deal with employee performance issues and follow-up activities in a timely manner and encourage employees to participate actively in these discussions;
- F) provide performance feedback either verbal or written to the employee at the end of the feedback period;
- G) provide the employee with a letter of reference to support a job application, if requested;
- H) ensure that all employees have complete information concerning this policy and;
- ensure that employees contributions and performance are recognized.

Both the manager/supervisor and the employee must contribute actively to the development of performance goals and work objectives.

Employees

- A) contribute actively to the development of performance goals and work objectives;
- B) ensure that work objectives are understood or seek clarification and guidance if required;
- advise their manager/supervisor of tools, resources or work instruments required to meet their work objectives;
- D) inform their manager/supervisor of any developments or circumstances that could adversely affect their performance and the achievement of their established goals and objectives;
- E) discuss their training needs and career aspirations with their manager/supervisor during performance discussions; and
- F) actively participate in performance feedback discussions.

Reviewing Officers (One level above the manager/supervisor)

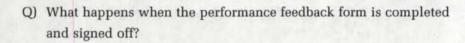
- A) ensure that all manager/supervisors have complete information about the Performance management Review process and policy.
- B) ensure the fairness and objectivity of the performance feedback process and validate that annual performance feedback has occurred;
- c) ensure that there is frequent and ongoing two-way communication between the manager/supervisor and the employee throughout the year;
- D) act as a resource person for the manager/supervisor or employee and try to resolve differences of opinion between the employee and the manager/supervisor concerning performance feedback;

Questions and Answers

- Q) How was this policy developed?
- A) The philosophy and principles behind this policy are the result of extensive review of current practices, discussion and consultation. Various studies show that a feedback process based on open, ongoing and frequent communication between manager/supervisors and employees about work expectations and performance meets the needs of employees and helps to optimize individual and organizational performance.
- Q) Why have performance feedback?
- A) When employee contribution is managed and recognized, employees are more committed and competent, hence providing CRC with the ability to face change, meet client expectations and increase performance.
- Q) What should be considered when discussing work objectives for the new year?
- A) You may wish to consider the following points:
 - previously established work objectives and how new plans could impact them;
 - how work objectives relate to the vision and goals of CRC, the branch and the work unit;
 - clarification of expectations, responsibilities and accountability;
 - · how the objectives will be achieved;
 - training or development required to achieve the work objectives; and
 - the need to balance work and personal life and how this need will be addressed.

- Q) Do objectives have to be mutually agreed upon? Surely the objectives are management's prerogative. No agreement should be necessary.
- A) While work objectives are set by management, employees must have the opportunity to discuss and receive clarification of the objectives established, or to provide input that ensures that the work objectives are attainable.
- Q) What happens if priorities or work objectives change during the year?
- A) Changing priorities or tasks may require that the manager/supervisor review employee work objectives. Employees are responsible for bringing to the attention of their manager/supervisor any developments that could affect performance or impact on current work objectives. In such cases, the work objectives may be modified. Since the performance feedback process exists primarily to encourage ongoing discussions, amendments to reflect changes in priorities or assignment of tasks are a normal part of the process.
- O) How can constructive feedback be most effective?
- A) Feedback is a powerful instrument in performance enhancement. Sporadic and inappropriate feedback has a detrimental effect on motivation. Effective feedback must be:
 - results-oriented (i.e. the focus is on specific, observable facts, pertaining to an individuals efforts to attain assigned work objectives;
 - clarified so that the employee fully understands what is being conveyed;
 - related to situations over which the employee can exercise some control.

- Q) Which official language should be used to provide the performance feedback?
- A) For employees occupying bilingual positions in bilingual regions, the process should be conducted in the official language of the employee's choice. For employees occupying unilingual positions, the performance feedback should be conducted in the language identified with the position.
- Q) What happens if there is a disagreement over a performance feedback report?
- A) This policy emphasizes the importance of regular feedback. Employees and managers/supervisors who communicate openly and regularly are less likely to have such disagreements. When there is disagreement with a performance report, the parties involved, including the Reviewing Officer, are encouraged to try to resolve the disagreement before proceeding to the formal grievance stage.
- Q) Are training needs and the career development plan part of the performance feedback process?
- A) Training needs related to job performance are included. The career development plans and aspirations are part of ongoing performance discussions.



- A) The final document should serve as input to various plans and events such as human resource plans, training plans, conference plans operational plans and can also be used as part of a manager rational for formal nomination of an employee for recognition
- B) The signed original of the performance feedback form, including all attachments, is submitted to the CRC Human Resources directorate for the employee's file and a finalized copy is provided to the employee by the manager/supervisor.

Performance Management Review

Protected - Sensitive Personal

Part "/	Part "A" – Basic Information				
Surname:	Designator:				
Given Names:	Branch Division				
P.R.I.:	Gr./Lev. of Employee:				
Position Number:	Gr./Lev. of Position:				
Position Title:	Supervisor's Name:				
Period Covered (y/m/d):	to (y/m/d):				
will be placed on your personal file. I information relating to you and to the	e is protected under the provisions of the Privacy Act and Under the Privacy Act, you have the right of access to any protection of this information. - Operational Objectives				
	II Describe results and/or overall				
I Describe major ongoing objectives or expectations.	contributions of the employee.				
0					
	view of Managerial Objectives are performing management/supervisory responsibilities.				
Using the CRC managerial competencies and definitions (See Annex A For Definitions)	s as a guide, provide a narrative assessment of the employee's accomplishment				
Technical Competency:					
Self-Management Competency:					
Teamwork Competency:					
Leadership Competency:					
Client Partnering Competency:					
Management Competency:					

Part "D" - Training and Development

Including management development training

Comments:

Part "E" - Planning

Determine with the employee the main objectives for the coming year

Part "F" - Supervisor's Comments

Supervisor's Signature

Date

Part "G" - Reviewing Officer's Comments

Manager's Signature

Date

Part "H" – Employee's Comments

Yes I have had feedback discussions with my manager during the year (____)

Employee's Signature

Date

Annex A CRC Core Management Competencies

Technical Competency

Defined as: The technical experience and skills that are the basic qualifications for a management role. It comprises knowledge of one's own discipline(s) and, at management levels, an ability to integrate that knowledge across the total spectrum. Using this knowledge base, the manager is able to recognize emerging trends and priority issues in the community.

Certain Skills and Knowledge Requirements

- 1. Demonstrated technical ability.
- Exploiting practical applications based on concept.
- 3 Being knowledgeable and recognizing trends, problems, and issues particularly within field of expertise.
- Ability to defend and justify one's area of work/research or project.
- Applying knowledge of regulation and policy issues including intellectual property issues and technology transfer issues.

Self-Management Competency

Defined as: The ability to effectively and responsibly manage your own actions, well being and time to achieve organizational goals, self-improvement and personal growth. To maintain an effective work/life balance in response to a stressful, challenging and dynamic work environment.

Certain Skills and Knowledge Requirements

- Retaining good judgement, composure and positive attitude, particularly in stressful situations.
- 2. Conducting work in an ethical manner.

- Delivering on promises and commitments within individual's control.
- Managing time in an effective way to ensure that objectives are met.
- Understanding your own impact of behaviour on others and manage your actions responsibly.
- Managing own learning by seeking feedback, improving continuously and engaging in professional development.

Teamwork Competency

Defined as: The ability to work cooperatively with others, in a participatory or leadership role to create teams that use the combined strengths of individual members to accomplish organizational goals.

Certain Skills and Knowledge Requirements

- Expressing opinions tactfully, honestly, and constructively.
- Building cooperation, efficiency, and commitment among team members.
- To gain support and buy-in from individual team members for team objectives.
- Promoting consensus through accepting ideas and suggestions from others.
- Collaborating with others to solve problems and meet objectives.
- Respecting and empowering team members.

Leadership Competency

Defined as: The ability to recognize, attract and administer talents to work towards a shared purpose in the best interests of the organization, the people comprising it and the people it serves.

Certain Skills and Knowledge Requirements

- Providing a vision and path for the organization in a changing environment.
- 2. Motivating others to act.
- Encouraging new approaches and risk taking.
- Effective oral and written communication skills in expressing ideas and one's point of view.
 - Reinforcing standards and ethics with subordinates.
- 6. Confronting issues as they emerge.
- 7. Delegating work to others.
- 8. Setting ambitious but attainable goals.
- Establishing effective interpersonal relationships with stakeholders.
- 10. Taking responsibility for decisions.
- Influencing others in the decision making process.
- Demonstrated knowledge of the mission of the organization and public service.
- 13. Projecting self-assurance.

Client and Partnering Management Competency

Defined as: Using a variety of communication vehicles and marketing techniques to foster open communications, exchange information and services and discuss strategic policy and programs with clients, within their own organization, across the Public Service, and in national and international communities.

Certain Skills and Knowledge Requirements

- 1. Cultivating network and alliances.
- Recognizing opportunities and fostering partnerships.
- Identifying potential clients and markets.
- 4. Clarifying the needs of clients.
- Negotiating to create an environment where all participants benefit.
- Using client centered or partnershipcentered approach to business.

Management Competency

Defined as: The ability to apply management principles and techniques to the management of all organizational resources. This involves translating management strategies into clear and practical organizational realities. It is demonstrated by using management information to support cost effective and timely decisions and the willingness to take calculated risks in the pursuit of organizational goals.

Certain Skills and Knowledge Requirements

- Making business case for new initiatives.
- 2. Effective Business planning including:
 - Supporting Organizational goals and strategies.
 - Prioritizing work activities & obtaining necessary resources.
 - Setting performance goals and accountability framework.
- Demonstrated people management skills including:
 - Recruiting and retaining good staff.
 - Training and developing employees.
 - Coaching or mentoring employees.

- Monitoring employee performance and providing feedback.
- · Recognizing talent and effort.
- Planning for future human resource requirements.
- 4. Implementation of OSH practices to ensure the safety of employees.
- Managing contracts (contracts in & contracts out).
- Taking initiative to improve the organization within your sphere of influence.
- Developing strategies to prevent or solve problems.
- Assessing organizational performance and identify how it can be improved.
- Knowledge of accountabilities and responsibilities within the organization
- Developing or adjusting organizational systems to facilitate change.
- 11. Demonstrated knowledge of parliamentary system including knowledge of legislative process and cabinet decision-making process.

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Research Scientist Performance Review

Confidential when completed

Part "A" – Basic Information		
Name:	Division:	
P.R.I.	Location:	
Sub-Group & Level:	Directorate:	
Date of Appointment to present level	Review Period From to:	
	Fromto:	

Part "B" – Objectives for the Period Under Review

(Reference should be made to the "Performance management policy" and to the productivity aspects and level criteria in the classification standards. The implications of recent policies regarding contracted R&D and technology transfer for the individual scientist should be considered)

Part "C" - Brief Statement of Productivity

(The employee should illustrate briefly how he or she has met the objectives for the period under review. Failure to meet objectives due to conditions beyond the employee's control should be taken into account).

Part "D" - Supplementary Productivity Aspects

(The employee should note achievements with respect to the supplementary productivity aspects shown below, as applicable).

Creativity: (consider: techniques instrumentation, systems, methods, approaches, concepts, new R&D proposals, etc.)(Reference should be made to the "Performance management policy" and to the productivity aspects and level criteria in the classification standards. The implications of recent policies regarding contracted R&D and technology transfer for the individual scientist should be considered)

Recognition: (consider: significant literature citations, participation in scientific societies, acting as representative or delegate, editorial functions, awards, important speeches, etc.)

Influence: (consider: colleagues, symposia, presentations advice, consultations, influence on planning and execution of R&D programs, leadership, etc.)

(List objectives to be achieved during the next review period.)	
9	
Part "F" – General comments on Em	ployee's Performance
addition, recommendations should be included in this section, a increments, transfer, training and development, career aspiration	as appropriate, covering such matters as sal ns, potential for advancement, etc.)
0	
0 .	
O O	
Signature of Accountable Manager	Date
Signature of Accountable Manager	Date

Part "G" – Revie	w committee's comments
Signature	
Signature	
Signature	
Date	
Human Resources Advisor	Date:
. 0 .	
Port "H" C	
	mployee's Comments
have read this report and I Agree/Disagree with	its contents for the following reasons
	Date: