

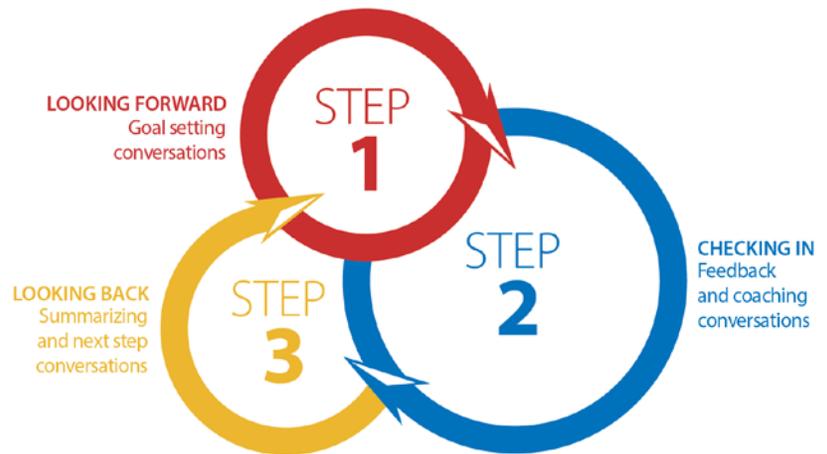
## PERFORMANCE & DEVELOPMENT CYCLE

### Performance and Development Cycle

#### GETTING STARTED

Successful conversations start with preparation. Where available and applicable, it may be helpful to review the following as you prepare:

- Job description
- The University, Division, Department and Unit goals
- Vision and values
- Past performance and development documentation
- Previous learning plans
- The goal setting process



Regular | Respectful | Rewarding

#### STEP 1. LOOKING FORWARD

These initial conversations will set the tone and lay the foundation for future conversations.

They should be:

- Outcomes-focussed
- Based on employee strengths
- Connected to the big picture of the University, Division, Department and Unit (i.e., aligned with vision, values and goals)

They're intended to help employees and supervisors get on the same page at the beginning of each cycle.

#### STEP 2. CHECKING IN

Conversations in this stage will take place throughout the cycle in the form of regular check-ins.

The frequency will be up to each team, and meetings should be scheduled in advance.

These conversations will include:

- **Feedback:** a two-way conversation about what is going well, recent achievements, observations, and any concerns
- **Coaching:** provide support and guidance using active listening and appreciative questions
- **Recognition:** celebrate and acknowledge progress and success

#### STEP 3. LOOKING BACK

These conversations should:

- Refer to previous Step 2 conversations
- Ask: what is going well and how can it be better?
- Summarize successes
- Identify strengths and key contributions
- Identify issues, barriers or obstacles that may need attention from the employee or supervisor in the next PDC
- Allow for 2-way feedback
- Create a record to inform future conversations
- Link to Step 1 of the next Performance Development Cycle.