

CMG-PMSD Frequently Asked Questions

What is Performance Management and Staff Development (PMSD)?

First and foremost, Performance Management and Staff Development is about communication. It's a conversation between you and your manager/supervisor about goals: your goals, your department's goals, and the corporation's goals. It is also a strength-based conversation to broaden your skills and experience in the context of organizational needs.

What is in it for me?

- A chance to be heard
- An opportunity to recognize contributions
- A chance to work on common goals
- An opportunity to help shape your future

Why now?

The joint CMG and CBC Management committee – the National Joint Performance Management and Staff Development Committee (NJPMDS) is working to improve the process and tools and try to make it better for everyone's benefit.

PMSD is in the Collective Agreement between the Corporation and CMG. It is in the contract because both union and management believe that PMSD can help with both employee job satisfaction and Corporation performance.

What will be different this time?

Most of us are experiencing first-hand the changes to a 21st Century work environment. Our hope is that all employees and their managers today will recognize and want to seize the opportunity to connect regularly to:

- Discuss how an employee's work and priorities connect to the larger whole;
- Create clarity around expectations;
- Create meaningful opportunities for development;
- Recognize people's values and contribution; and,
- To talk about individual progress, learning and growth.

The strength-based approach which is new to PMSD will help put the focus on using an individual's strengths – what's naturally energizing. The purpose is to maximize the opportunity for someone to contribute to meaningful outcomes. It starts with what's right and working well – to find the things that allow someone to excel – and looks to bring these priorities as frequently as possible. ([More details on the strength-based approach](#))

An online form is available to employees, managers/supervisors, to capture the essence of, and document those conversations in real-time. Documenting priorities and development plan in *MySource* will allow for quantitative and qualitative measures on the PMSD process and will help shape the programs and processes for the future.

Is PMSD confidential?

Yes. Your PMSD conversations themselves are confidential. However, the online PMSD form where you document the conversations may be shared for limited and specific PMSD purposes. Collaborators may be asked to consult the PMSD form in cases where development activity includes a third party, such as shadowing or mentoring for example.

Will objectives increase my workload?

Objectives shouldn't increase your workload. The purpose of setting objectives is to focus your thinking about what work has to be done, how you are going to do that work, and when it will be completed – It is not about how much more you can do in a day, but rather are you doing the work that needs to be done, and are you doing it the best way possible. PMSD may help you acquire the skills you need to do your existing job better, which may, in turn, actually reduce your workload.

Issues involving workload should be identified but excessive workload is a topic better dealt with through the Workload process described in Article 44 of the Collective Agreement.

How will the National Joint PMSD Committee know if the PMSD process is working now?

Employees are expected to provide feedback on the quality of the conversations through a confidential online survey at the end of the cycle. The NJPMSD committee is committed to following up on this feedback, to audit the quality of these meetings and to review/adjust the program as needed.

Is PMSD mandatory?

Yes. It's in the collective agreement (article 39). Both management and the CMG agree that PMSD is valuable to the employees and the corporation.

Who participate in PMSD?

All permanent, contract and temporary employees, engaged for one year or more, and represented by the CMG, are to participate in the PMSD process.

Can my supervisor use my PMSD meeting to discipline me?

No. The collective agreement clearly differentiates between PMSD, the Improvement Program and Discipline.

If I have a problem with my PMSD meeting, what can I do?

The first point of contact should be with the other individual involved.

If you are unable to resolve the problem, then get in touch with a local CMG Representative. He will be able to point you in the right direction.

What's the point of discussing staff development when training funds are so limited?

The Collective Agreement (Appendix W) suggests many alternatives to formal training courses, such as secondments, job shadowing, mentoring, projects, etc. as alternatives to formal training when funds are limited. It may take extra creativity on the part of both the manager/supervisor and the employee but there are many ways to learn.

Where do I find information about development opportunities?

Development opportunities come in many forms – from formal training to on the job learning. Visit *Ed*, your learning website (<https://ed.cbrc.ca>) where you can find a variety of learning activities and educational resources.. Think about what your needs are and discuss with your supervisor/manager in your PMSD meeting. Also talk to your supervisor/manager about ways to explore learning and development on the job. This can include temporary assignments, job shadowing, job rotation, as well as informal coaching and mentoring opportunities.

How can PMSD help me with my career goals at the Corporation?

PMSD provides a venue to discuss career goals and aspirations and to create a development plan that includes the steps to accomplish these goals.

For additional information, please refer to [Article 39 and Appendix W of the Collective Agreement](#).