Performance Management

Developing Best Practices for High Performing Organizations

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Why Choose Queen’s IRC?

Queen’s IRC focuses on developing and delivering human resources, labour relations, and organizational development programs for busy practitioners.

Get the Queen’s IRC advantage:

- 80 years of evidence-based training
- Custom solutions delivered across Canada
- Coaching from industry leaders with real-world experience
- Practical simulations and tools that apply to your work environment
Is your performance management model working for you? Do you know what you are measuring, rewarding and recognizing – and why? Performance management has become a core strategy and management priority, as well as a key linkage point for management, business and HR practices. However, it has also become somewhat of a trendy and confusing topic that’s often misunderstood, particularly by those who may not recognize its value across an organization.

Best practice performance management is forward-looking and fundamentally based on the unique contextual needs of an organization’s strategic direction and business model, and used to integrate and focus the efforts and outcomes of teams and employees. Our Performance Management program is designed to give participants insights and competency in the key strategies, methods and processes that can be used to realize the benefits of meaningful performance management and successfully drive better accountability, quality, productivity, development, and reward and recognition outcomes.

**Learning Outcomes**

Learn how to:

- Use applied and theoretical fundamentals of performance management
- Develop a business case for performance management change, and align and evolve your organization’s approach
- Use performance measurement essentials, and identify what and how to measure in your organization
- Understand the trends and issues that are disrupting and defining the performance management agenda
- Develop best practices to meet governance and administrative requirements, as well as the needs of specific executive, managerial and workforce segments
- Integrate performance management systems into interdependent management practices

**Organizational Benefits**

- Educated leaders and practitioners for a more effective contextual performance management strategy
- Methods and tools to better understand how and what to measure organizationally, and how to apply the results at the individual and team levels
- Support for processes and decisions that facilitate a more effective future-oriented and performance-driven workplace
- Related HR and management applications to identify talent, motivate teams and optimize rewards and recognition

**Essentials**

2 Days / 2 Credits

**Date & Location**

Mar. 26-27, 2019: Victoria
Oct. 16-17, 2019: Toronto

**Fee:** $2,450

**Who Should Attend**

- HR managers and professionals developing programs and best practices
- Leaders seeking to improve performance across an organization

**Takeaway Tools**

- Measurement framework to evaluate existing policies and programs
- Process tools that can be applied to your organizational planning

Please refer to our website, irc.queensu.ca for the latest information on venues.
Learn. Design.
Implement.

Performance management has become both a strategic imperative and a challenge in an age of data analytics and technology. As a core enabler of performance optimization and accountability, executive leaders consider it a core management practice and a key ingredient to market competitiveness and relevancy.

Regulatory, methodological and technological developments over the past five years, however, have made performance management a misunderstood and confusing topic for many organizations, especially for those that do not recognize the interdependencies that cut across other management and human resources practices. Performance management processes must be thoughtfully configured, phased-in and actively managed to ensure that related policies and programs are relevant, focused and meaningful for employees and line managers alike.

a) Knowledge is Power
We’ll explore the key strategic, methodological and process considerations for contemporary performance management, as well as the strategic trends that are driving greater choice and complexity.

You will:
- Learn the fundamentals of performance management
- Examine how practices are being disrupted and transformed
- Explore a range of macro and micro methods and theory
- Determine how and what to measure in your organization
- Assess your current programs and processes, including specific applications for executive, managerial and staff workforce segments

b) The Case for Change
Introducing a new performance management system requires a nuanced approach that clearly takes into consideration your context, program choices, implications, and the business case for change. It must also be transparent and engender trust amongst all stakeholders. We’ll show you how to make a contextual assessment and set priorities that align with your goals and management practices.

You will:
- Use a series of exercises to set priorities and assess implications for your organization’s unique needs
- Gain an understanding of governance and administrative requirements
- Develop a business case for a new performance management strategy
- Learn about related risk and change management practices
- Explore the role of technology and analytics in performance management

Learning Beyond the Classroom
Our learning programs are focused on your growth:
- Opportunities to network with high-level colleagues from across the country
- Coaching and individual feedback from internationally-renowned facilitators with real-world experience
- Skills and strategies that directly apply to work environments
- Experiential programming to test theories and ideas
- Mentoring beyond classroom sessions
Facilitators and GuestSpeakers

Ian Cullwick

Ian Cullwick, CCP, CHRL, CMC, is a Partner in Mercer’s Ottawa office. He joined Mercer in 2015 after having served as the Vice-President of HR and Organization Research at the Conference Board of Canada, and as a Partner at a major international consulting firm.

Ian specializes in governance effectiveness, performance management, human resources strategy, and organization design. He consults to a broad cross-section of organizations in both the private and public sectors, including high technology companies, financial institutions, crown corporations, health care and not-for-profit organizations. He is also a noted thought leader and has authored a number of articles on organization design, performance and compensation. Ian has taught at the MBA level at the Sprott School of Business, focusing on high performance organizations.

https://irc.queensu.ca/facilitators/ian-cullwick

The roster of speakers may change. We will do our best to keep you informed of program changes.
Registration Kiosk

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We offer four easy ways to register:

Web: Complete the online form at: irc.queensu.ca
Telephone: Reserve by calling toll-free: 1-888-858-7838
Fax: (613) 533-6812
E-mail: irc@queensu.ca

Confirmation and information on program location, check-in time, and agenda will follow.

Registration and Fees

Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register 60 days prior to a program and save $300 on the tuition of four- and five-day programs, and $150 on two- and three-day programs.

Register three people from the same organization in the same program at the same time, and receive a 10% discount on program fees. Register five or more people in the same program at the same time, and receive a 20% discount.

If you know you will be pursuing a Queen’s Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

Note: Only one discount may be applied.

Cancellation Policy

Substitutions are permitted with no penalty 8 days or more from the program start date.
Substitutions 7 days or less before the program start date will be subject to a $500 charge.

Transfers and cancellations are permitted with no penalty up to 15 days prior to the program start date.
Transfers and cancellations 14 days or less from the program start date will be subject to a 100% charge of the program fee.

Location and Accommodation

Please refer to our website, irc.queensu.ca, for the latest information on venues.