

# SAMPLE PERFORMANCE AGREEMENT

**PROTECTED B**  
(once completed)

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## PERFORMANCE MANAGEMENT PROGRAM FOR HEADS OF AGENCIES AND OTHER GOVERNOR IN COUNCIL APPOINTEES

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### Performance Agreement

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*This performance agreement is a mutual understanding between Name, Title, Organization and Name, Title, Organization as to performance expectations.*

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#### Policy and Program Results

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These commitments reflect the organization's priority areas of focus during the performance cycle related to its business plans. They are challenging but achievable with effort through the individual's own influence and control. They are also results-oriented and measurable.

Individuals are expected to develop commitments (2-3) based on the business plans of the organization.

Each commitment must be accompanied by related performance measures which are observations or data that determine and define if and how well the commitments are met. They will form the basis of reporting at the end of the performance cycle.

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#### (SAMPLE COMMITMENTS)

1. In collaboration with colleagues, establish a clear and comprehensive vision which includes the required structures and systems to support the implementation of the organization.

##### Performance Measures

- a. Complete organizational vision exercise with stakeholders;
- b. Prepare, in collaboration with portfolio partners, the organization's strategic plan for the next five years;
- c. Complete hiring of staff by target deadlines; and
- d. Finalize review and approval of individual branch plans, ensuring branch offices are open to the public by October.

2. Enhance awareness and support for the organization to increase the resources available for programs.

##### Performance Measures

- a. Expressions of support from key government departments;
- b. Particular recognition in public statements by industry and the government; and
- c. A real increase in the organization's program appropriations budget for the following fiscal year.

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3. Work with stakeholders to ensure that programs better meet the needs of Canadians and that services are delivered in as responsive, timely and cost-efficient ways as possible.

### Performance Measures

- a. Complete the development of the federal position and a federal-provincial-territorial approach for capturing opportunities, including the identification of initiatives or activities;
- b. Identify policy and program changes needed to foster efficiency; and
- c. Identify regulatory constraints and means to address them.

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## Management Results

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Individuals with responsibility and accountability for the management of an organization will also be measured on their progress against core organizational and management accountabilities as described in:

- the Corporate Priorities issued annually by the Clerk of the Privy Council; and
- the Management Accountability Framework (MAF) of the Treasury Board Secretariat.

Individuals are not expected to include specific Management Results commitments in their performance agreements, as generic commitments are provided in the program guidelines. However, individuals may choose to adapt and include those which reflect their own priorities. You must include any MAF priority performance indicators agreed to with the Secretary of the Treasury Board.

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### (SAMPLE ADAPTED COMMITMENTS)

1. Focus attention on the areas where significant attention and progress is required to improve the administration of the Public Service, as identified by the Clerk in the Corporate Priorities.
2. Ensure program effectiveness and value-for-money through the demonstration of measurable progress against the performance indicators of the Management Accountability Framework.
3. MAF priorities as agreed to with the Secretary of the Treasury Board and the related indicators are:
  - Strengthen Human Resources Management: Follow the necessary steps to increase organizational human resources capacity to ensure the successful implementation of the *Public Service Modernization Act*; and
  - Enhance Regional Service Delivery: Develop a plan for improving service delivery to regions as announced in the *Speech from the Throne*.

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### Personal Results

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These commitments reflect the expected demonstration of the leadership competencies required to successfully carry out the responsibilities of the position.

Individuals are not expected to include specific Personal Results commitments in their performance agreements, as generic commitments are provided in the program guidelines. However, individuals may choose to adapt and include those which reflect their own priorities.

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(SAMPLE ADAPTED COMMITMENTS)

3. To consistently demonstrate effective behaviours in terms of values and ethics; strategic thinking; engagement; and management excellence, as outlined in the Key Leadership Competencies profile.
  2. Strategic Thinking: Place an emphasis on strategic thinking in the development of new policy approaches.
  3. Management Excellence (People Management): Place an emphasis on strengthening employee relations within the organization.
  4. Engagement: Ensure that staff have a common understanding of the organization and its vision and work collectively to advance its goals.
  5. Values and Ethics: Model the ethical and professional behaviour expected of all staff and ensure that the organization's values become part of the culture.
  6. Management Excellence (People Management): Continue to act as a mentor for at least two executives within my organization.
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### Notes

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1. Changes may be made to the performance agreement during the performance cycle, in consultation with the appropriate authority.
  2. The program guidelines and the Clerk's Corporate Priorities are available at the following Web site: <http://www.pco-bcp.gc.ca/performance-rendement>.
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Signature

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Date