

chamelyon 

Engaging People in
Growth & Transition

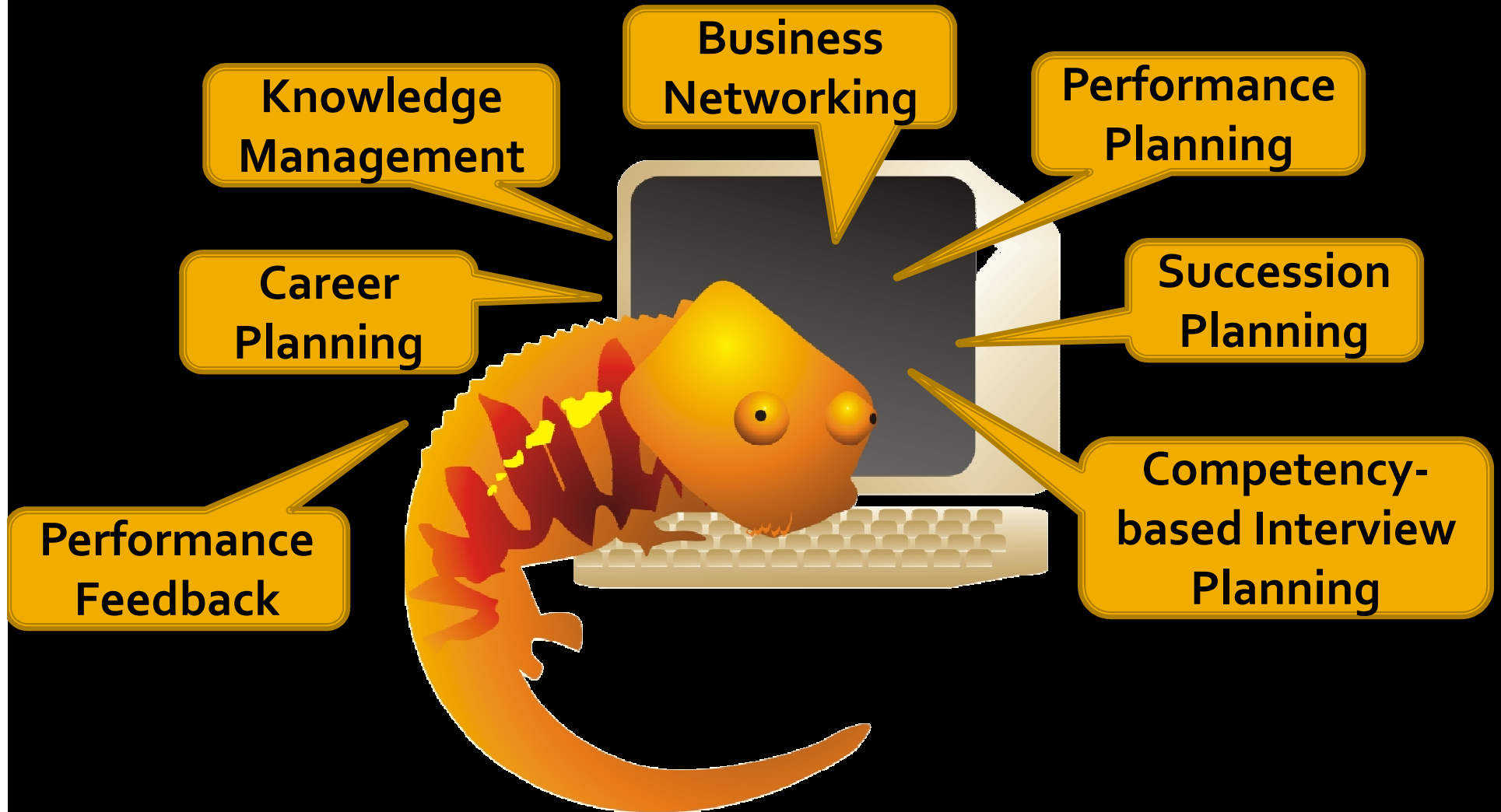


F

T

I

Chamelyon: a web system for...



KNOWLEDGE MANAGEMENT



Now employees can...

Send confidential messages or documents

View, join & create business networks

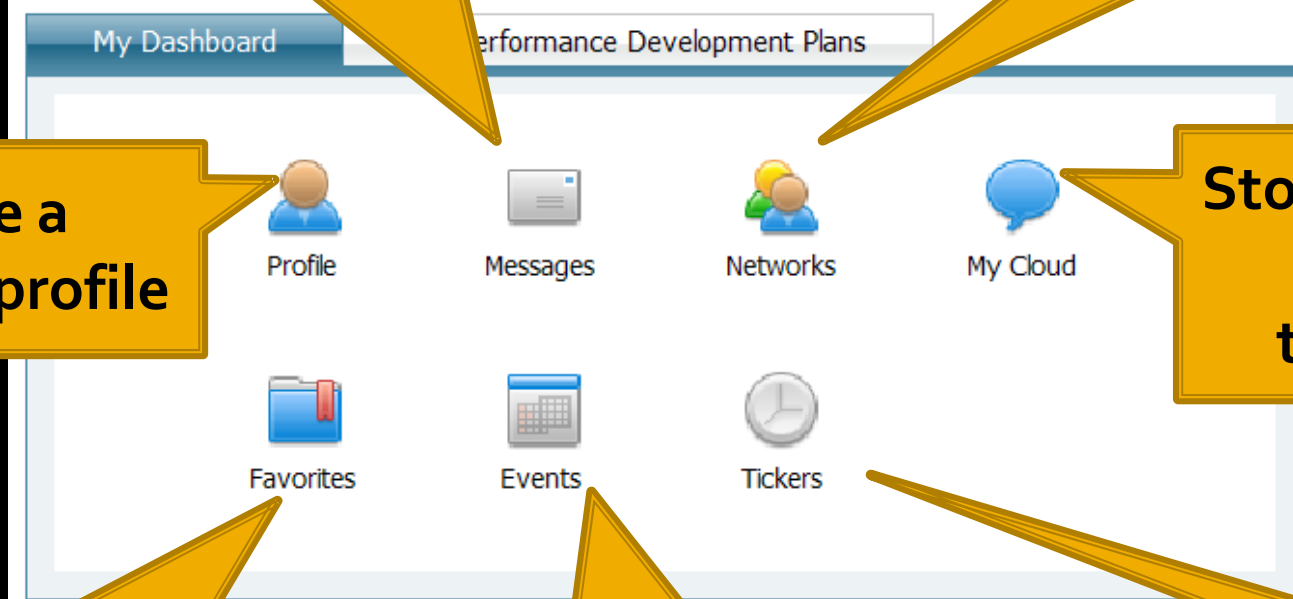
Create a personal profile

Store personal ideas & thoughts

Save & share useful information

Announce Events

Update Projects



Employees stay connected by...



BC Public Service

Admin:
[John Doe](#)

Network Settings
[Edit](#)

Total Members:
9
[View All Members](#)

[Create Group](#)
[View All Groups](#)

APPLICATIONS

[Discussion Board](#)
[PDPWorks](#)

To be the best employer we need to offer our employees the support, recognition, and opportunities they need and deserve to pursue their professional goals. But to be the best public service employer in Canada requires us to do more than that because we carry a unique responsibility to the people we serve. Unlike our private-sector competitors, our work is not driven by a single bottom line. Our purpose is to support the administration in meeting British Columbia's social, environmental and economic goals – and to do that to the highest professional and ethical standards. We are fundamentally changing how the BC Public Service is seen and sees itself as an employer.

Members



[Gary Forsgren](#)



[Tom Jones](#)



[Carol Anne Forsgren](#)



[Marlene Lee](#)



[Mike McCoy](#)



[Bill Blake](#)



[Elaine Langdon](#)



[Lori Wiedeman](#)

Groups



BRITISH COLUMBIA
MINISTRY OF ENVIRONM...



BRITISH COLUMBIA
MINISTRY OF TRANSPORTATION
MOT



ICT for Government
Information Technolo...



HR - Community of Pr...



BRITISH COLUMBIA
MINISTRY OF FORESTS



HRMA
BCRMA



United Way Organizer...



Joining primary work networks...



and sub-groups within primary networks

PERFORMANCE AND CAREER PLANNING



Employees Self-Manage Personal Development Plans (PDP)

Appraiser Functions

Appraisee Functions

My PDP

Select one of the options below to either continue creating your plan or manage your existing plan.

If you have already completed and saved your personal development plan, don't forget that you can complete the tool again to find out how much your skills have improved.

New Plan

CAREER PLAN FOR MOVE TO NEW FIELD

This is a contingency plan just in case there isn't a promotion for me within 3-4 years

Appraiser: Jane Smith

Review Period

From: 2/15/2008 To: 5/31/2008

Last Updated: 2/14/2008 3:10:18 AM

Status: In Progress

	Planning	Goals	Assessments	Learning Plans	Evaluations
Appraisee	✓	✓	✓	✓	✓
Appraiser	✓	✓	✓	?	?

[Open](#) | [Remove](#)

CAREER PLAN 2008

Objectives: focus development in leadership competencies to begin development for promotion to Executive team



Employees may have more than one plan

Employees assess performance

Assessment Summary

Competency	EPL	Appraisee Level	Appraisee Gap	Appraiser Level	Appraiser Gap
GAC: BUSINESS					
DECISION MAKING	6	5	-1	5	-1
FISCAL RESPONSIBILITY	6	6	0	6	0
PRIORITY MANAGEMENT	6	4	-2	4	-2
RISK MANAGEMENT	6	2	-4	4	-2
VERSATILITY	6	5	-1	5	-1
GAC: COMMUNICATION					
ADAPTING	7	4	-3	2	-5
CHANNELS	7	5	-2	5	-2
INFORMING	7	6	-1	6	-1
LISTENING	7	4	-3	3	-4
GAC: LEADERSHIP					
CHANGE CHAMPION	6	4	-2	5	-1
INNOVATION	6	4	-2	5	-1
MENTOR/COACH	6	3	-3	3	-3
OPENNESS AND TRUST	6	6	0	6	0
PERSONAL DEVELOPMENT	6	6	0	6	0

Personal and appraiser gaps can be compared

Produce Performance Summary and Career Planning Reports...



GOAL PLANNING

PDPWorks

Report

2008 CAREER PLAN TO 2010

Appraisee
You Jun

Appraiser
Carl Ann Fongren

Evaluation for Position
Occupation: HRMAN/RESOURCES
Start: 2/15/2008
End: 3/1/2010

Job Title:
VP Training & Development

Short-term Goals

These career plans (over the next year) are most likely associated with your current position, or the most logical next step in your career path. If you are uncertain about the next step, your manager about the developmental options available to you in your career should coach you.

Short range goals may be related to developing skills in your current area of focus with. These goals would include those steps or competencies required in order to progress to a more senior position (for example to a Specialist at team mentor or Performance Coach).

Once you have completed this section, proceed to the PERSONAL DEVELOPMENT PLANNING SECTION to determine what you have already accomplished towards these goals and what still needs to be considered to move forward. Then, be prepared to discuss your goals and ideas for development with your Manager at your next planned performance review session.

My Short-term Goals Are:

- To be considered a candidate for VP Operations due to a pending role

Long-term Goals

These career plans are more likely to be two or more years away from your current position. These goals require skills you do not currently possess or have exposure to (for example, I should follow the plan made in the short range section. As these skills are in a skills matrix or personal development objectives, you may require formal training providers.

To complete this section, you will need to consider your current strengths and determine what additional development is required to meet your objectives. If your Manager agrees on your personal and professional strengths and aptitude for development.

My Long-term Goals Are:

- To be considered a candidate for CEO by 2015.

COMPETENCY ASSESSMENT

Competency Assessments

BUSINESS

Competency	EPL	Performance Assessment				Action
		Appraiser	Appraiser Gap	Appraiser	Appraiser Gap	
DECISION MAKING	7	5	-2	4	-3	
FISCAL RESPONSIBILITY	7	6	-1	5	-2	
PRIORITY MANAGEMENT	7	5	-2	6	-1	
VERSATILITY	7	4	-3	5	-2	
RISK MANAGEMENT	7	4	-3	6	-1	
AVERAGE PROFICIENCY LEVEL		4.8		5.2		

COMMUNICATION

Competency	EPL	Performance Assessment				Action
		Appraiser	Appraiser Gap	Appraiser	Appraiser Gap	
INFORMING	6	6	0	4	-2	
LISTENING	6	6	0	5	-1	
CHANNELS	6	6	0	3	-3	
ADAPTING	6	4	-2	6	0	
AVERAGE PROFICIENCY LEVEL		5.5		4.5		

LEADERSHIP

Competency	EPL	Performance Assessment				Action
		Appraiser	Appraiser Gap	Appraiser	Appraiser Gap	
CHANGE CHAMPION	7	6	-1	5	-2	

Learning Plans

BUSINESS

Competency

DECISION MAKING

Demonstrate accountability for decisions made based on a commitment to the brand promise and our values.

EPL	Your Current Proficiency Level	Rating By	Desired Level
7	5	Appraiser	4
			6

My Learning Activities

- Read 7 Steps of Successful Leaders

Target Date

Dec. 2008

Status

Incomplete

Performance Evaluation

Completion | Knowledge | Demonstration | Simulation | Transform

Evidence

Completed Date

Not Defined

LEARNING PLANS

Performance & Development Plan

1. Key competencies demonstrated in current position:

High people skills. Excellent project management and team coaching.

2. Work preferences/career interests:

Need for more flexibility and cross development to prepare for executive position.

3. Personal Considerations (mobility, work/family balance issues, preferences, etc.)

Travel is acceptable - lots of physical activity required versus sitting behind desk.

Development Plan Summary

4. Development goals for current position; include competencies identified for development during this cycle. Executive competencies a priority. Mentoring relationships a key target.

5. Planned short-term capability development actions: (include projects, courses, on-the-job assignments, etc.) Short term innovative projects. Presentations and community visibility.

6. Longer-term career development needs and action plan:

Leadership development.

Additional comments

Anxious to have a curriculum plan.

FCR APPRAISER USE ONLY

Possible next assignments: (i.e. logical sequence of work or job progression)

Next Position: HR Manager

Potential Estimate: Ready Now Ready 18 Months to 3 Years Ready > 3 Years

Alternate Positions: Operations Manager

Potential Estimate: Ready Now Ready 18 Months to 3 Years Ready > 3 Years

Comments

Definitely ready for entry to the leadership development pool.

CAREER DEV'T PLAN

...Appraisal Reports



Employee Performance Review

Appraisee Name

Bill Blake

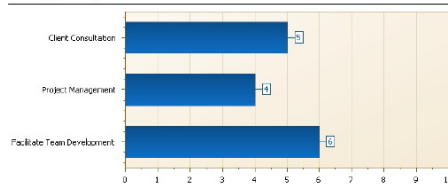
Date

2/18/2008 4:35:02 PM

Appraiser Name

Carol Anne Forgan

Competency Evaluations



Facilitate Team Development

Rating 6

Description

As an accomplished facilitator, Bill has demonstrated advanced capability in the development of facilitation skills in others.

Comments

I would recommend adding a challenge that requires Bill to transfer her curriculum design knowledge and processes to a small project team to continue this important work when Carol Anne is promoted to a senior position. Carol Anne has been reluctant to transfer this knowledge/capability due to a belief that core writing/analysis skills are required.

Project Management

Rating 4

Description

Bill demonstrates initiative in pursuing projects that require a solid team leader. He has exceptional planning and time management, team collaboration, and project tracking experience with demonstrated success in many diverse projects within our organization.

Comments

I would recommend providing Bill with projects related to key issues such as succession planning, employee retention analysis, and workforce optimization, with assistance from a seasoned Project Lead from the senior management team.

Client Consultation

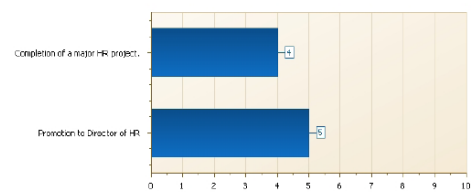
Rating 5

Description

Bill has proven expertise in this area, demonstrating consistent ability to gather relevant information, assess needs, and recommend appropriate HR solutions to our clients.

Comments

Goals Evaluations



Promotion to Director of HR

Rating 5

Comments

Bill is a high potential candidate for this position, but needs to enroll in a vigorous mentoring program with an executive team member.

Completion of a major HR project.

Rating 4

Comments

Bill led a team of SME's in the analysis and documentation of a corporate wide workforce plan. I would recommend further development of project team collaboration skills and communication processes. Working in collaboration with a project lead from the senior management team would be advised in a future project.

Average Goals Rating

4.5

Overall Comments

I recommend you take on complex projects that will require you to select and lead a project team. This added challenge will help you improve your team leadership abilities, communication and project planning abilities. Additional specific areas of focus for our discussion include: Report writing/Group presentation skills/Liaison with project stakeholders/Building team morale/ward and recognition strategies/Coaching skills/Mentoring/Otherwise, I am very pleased with your progress in narrowing gaps in critical job competency areas that were discussed in prior review meetings. Keep up the great work, John.

...and Competency-based Interview Guides



Interview Guide

PLANNING

Background Information

Area of Concern

Application Resume

Education: MBA, HR Certification, CHRP/Job Experiences include HR Generalist, management and project management.

Little indication of senior management

Screening Interview

Assessed well in all screening criteria with particular strength in team building and project management skills

Some communication skills - listening,

Assessment Result

BEVUE RESULTS:HR Manager - 85%HR Director - 62%

Transition to executive within 3-5 year challenge.

Other

Applicant: John Doe
Position: HR Director
Interviewer: CA Fortgren
Location: Victoria
Date: 2/17/2008 12:00:00 AM

CONDUCTING

Background Information

Interviewer Comments and Evaluation

Explore Experiences related to HR practices applied in a private sector environment.

ADAPTING

Consciously adjust personal style and approach to create comfort with others of diverse styles or emotional states

Question

Score

Think of a person that you have worked with that has a different communication style than yours. What kinds of things did you or would you do to communicate more effectively with him/her?

Answer Guidelines

Expected Response: People should demonstrate and awareness that there are style differences. Be willing to adapt their personal style to the different styles of others to make them feel comfortable. In their response and during the interview, look for: The candidate adapts his/her personal style to yours. (You must be conscious of your personal communication preferences). Behaviors that demonstrate adaptability include: slowing down versus speeding up, having "people" versus "task" orientation, showing emotion versus controlling emotion, using highly expressive versus low or non-expressive tone and body movements.

Comments

LISTENING

Use open/closed questions to clarify understanding and correct interpretation of message received (such as paraphrasing, restating, and summarizing).

Question

Score

What are the characteristics of a good listener versus a poor listener?

Answer Guidelines

Listen for examples such as: Good listeners give the speaker their full attention. They use questions to clarify their understanding and interpretation of the message delivered, using techniques such as paraphrasing, restating, and summarizing. (Note evidence of these skills throughout the interview). Easily expresses personal strengths and opportunities for improvement, responding and listening to non-verbal cues.

Comments

Overall

Summary Comments

Next Step and Recommendations

Overall Rating

Fully Customizable



**Add custom
competency
libraries**

**Add
custom
resource
libraries**

**Link
competencies
to behaviors,
resources, job
titles &
interviews**



ATTRACT THE BEST JOB CANDIDATES

ENGAGE AND RETAIN EMPLOYEES

DEVELOP & CAREER PEOPLE FOR KEY
POSITIONS

RETAIN & SHARE CRITICAL JOB
KNOWLEDGE