

INDIVIDUAL PRIORITY SETTING GUIDE

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Overview

Individual priority setting is about **articulating the contributions you make in your role towards departmental objectives and ultimately GBC's Strategic Plans and Vision 2030**. In addition, this is your opportunity to **outline the ways in which you will grow and develop professionally, building capabilities and skills for the future**.

This process, brought to life through ongoing conversations with your leader, enables **role clarity, effective prioritization** as well as a **focus on measurable steps that lead to the achievement of outcomes**. Through this conversation and process, you will **identify 2-3 role-based priorities and 1-2 developmental priorities** for yourself.

Priority Setting and Operational Planning

Operational plans are completed by the leaders of the various departments across the college. While broader teams are engaged in this process, operational plans are focused on what an overall division/department is setting out to achieve, and identifying the objectives and measures required to get there. Operational plans typically include multiple teams and individuals to be successful.

Priority setting focuses on your individual contribution, including what you set out to achieve to be successful in your role and how you contribute to operational plans for your division/department at an individual level.

Example:

- Operational Plan: *To update the Health & Safety policy document for all campuses and ensure all staff within the buildings are advised of changes by end of Q1.*
- Individual Priority: *Create and implement a communications plan to ensure 100% adoption of changes to the Health & Safety policy for Waterfront Campus by end of Q1.*

Priority Types: Job Function, Strategic Priority and Developmental Activities

Job Function priorities relate to the core, ongoing work you do as part of your role here within the college. An example of this might be an ongoing process that you deliver.

Strategic Priorities are activities that you complete during that year that directly relate to Strategy 2026 or Vision 2030 projects.

Developmental Activity priorities are focused on your professional growth. They are priority areas you identify as crucial to your current role or a future role you aspire to within George Brown College. An example of this might be building change management knowledge or adopting better coaching practices to support your team.

- It is important to note that **not all developmental priorities require formal learning to be effective**. Developmental plans should incorporate **a blended approach**, for instance, including informal learning that we have access to as employees of George Brown College as well as the execution and demonstration of the capability you are building.

Creating and managing meaningful and effective priorities

Step 1: Have an initial priority-setting conversation together with your leader.

To determine your individual priorities, the first step is to have a discussion together with your leader about:

1. What you will set out to achieve this year, referencing your job description, operational plan(s),

departmental priorities, Strategic Plans and Vision 2030

2. Learnings from the previous year, and how they will be incorporated in your priorities

Together with your leader, you will establish expectations around level of importance/impact to support effective prioritization of your efforts throughout the year.

Step 2: Develop your individual priorities.

Once you have established your priority areas together, you can focus on writing them. You will use the Objective/Key Result model to structure your individual priorities.

- **An objective** is a detailed statement outlining what will be completed with an overall success measurement and end date.
- **Key results** are a list of the activities/outcomes to complete the main Objective. Key results can have milestone dates, which can be the same or different than the overall due date for the Objective.

Priorities should be:	When writing objectives and key results, some examples of verbs you might use are:
<ul style="list-style-type: none"> • Clear and specific • Outcome-oriented instead of process-oriented • Reflective of a healthy challenge that is realistic to achieve • Something you can take ownership of 	<ul style="list-style-type: none"> • Develop • Expand • Improve • Maintain • Maximize • Establish • Build • Implement • Create

Here are two examples (please note, these are arbitrary examples that are not specific to George Brown College or our employees):

- **Example Priority #1**
 - Objective: Improve the onboarding process for team members joining Department XYZ
 - Due Date: March 31, 2024
 - Priority Type: Job Function
 - Key Results:
 - Achieve 90% completion of our ‘New to Department XYZ’ course amongst new team members
 - Reduce number of questions from new employees that can be answered from existing resources by implementing a team onboarding checklist
 - Increase satisfaction with the onboarding process from ‘Somewhat Satisfied’ to ‘Very Satisfied’ as measured in our team onboarding survey
- **Example Priority #2:**
 - Objective: Build my feedback skills
 - Due Date: March 31, 2024
 - Priority Type: Developmental Activity
 - Key Results:
 - Complete 2 courses on Cornerstone related to giving and receiving feedback by

September 2, 2023

- Ask for feedback from my manager or a team member at minimum once every two weeks
- Use a feedback model learned in the above courses to give feedback once per week

Step 3: Create your priorities in Cornerstone.

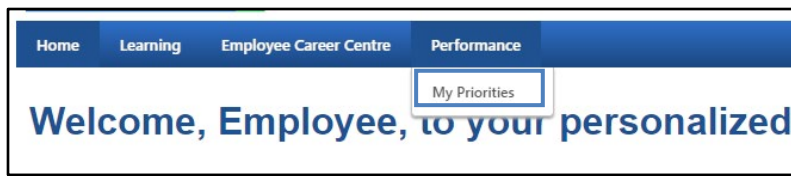
Cornerstone is our Talent Management System. This is where you will create and update your priorities. The next section provides detailed instructions on how to enter your priorities into Cornerstone.

Step 4: Monitor your progress and update your priorities on an ongoing basis throughout the year.

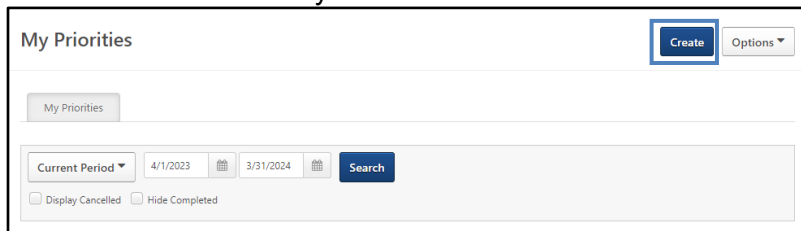
Even more important than establishing your priorities is to monitor your progress against them and to update them on an ongoing basis throughout the year. It is normal for changes to happen requiring our focus areas to evolve over time. Timelines may shift or new initiatives or challenges may come to light. Discussing progress with your leader in your ongoing 1-1 conversations and updating your priorities in Cornerstone to be reflective of this progress will help you ensure that you're on the right track and prioritizing effectively.

Creating Priorities in Cornerstone: Step-by-Step Instructions

1. To begin, log into [Cornerstone](#). From the top menu bar, hover over 'Performance' and select 'My Priorities'.



You will then see the 'My Priorities' screen. Click on the 'Create' button to begin.



3. You will then see a blank 'Create Priorities' template. To start, in the 'Objective' field, write your objective statement. Remember that an objective is a detailed statement outlining what will be accomplished with an overall success measurement and end date.

The screenshot shows the 'Create Priorities' form. The 'Objective' field is highlighted with a blue border. The form includes fields for 'Due Date' (3/31/2024), 'Priority Type' (Select), 'Key Results' (Add Key Results), 'Attachments' (Choose File), and 'Assignment' (Assigned to: Yourself). Buttons for 'Cancel', 'Save as Draft', and 'Submit' are at the bottom right.

4. Next, you will be required to add in a 'Due Date' for the completion of this Objective. The Objective will have defaulted to the Fiscal Year-end. Note: Your priorities should not extend past the end of the upcoming fiscal year. For example, if you are setting priorities for fiscal 2023-2024, the last Due Date would be March 31, 2024. You can choose to keep this date or modify it by clicking on the 'Calendar' icon and selecting a new date from the calendar.

The screenshot shows the 'Create Priorities' form with a calendar open for the 'Due Date' field. The calendar displays March 2024, with the 31st highlighted. The 'Objective' field contains the text: 'Hold developmental conversations with team members focused on job and career growth.' The 'Assignment' field is set to 'Yourself'. Buttons for 'Cancel', 'Save as Draft', and 'Submit' are at the bottom right.

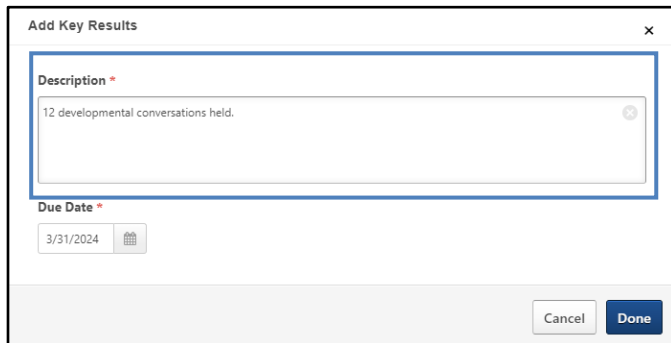
5. The next step is to identify your 'Priority Type.' From the 'Priority Type' drop-down, select if your priority is: Development Activity, Job Function or Strategic Priority.

The screenshot shows the 'Create Priorities' form. The 'Priority Type' dropdown menu is open, showing three options: 'Development Activity' (selected with a checkmark), 'Job Function', and 'Strategic Priority'. The form includes fields for 'Objective', 'Due Date', 'Assignment', and 'Attachments'. The 'Submit' button is highlighted in blue.

6. Next, you will be adding in your 'Key Results' for this Objective. Click on the 'Add Key Results' button to start adding. You will likely have multiple key results for each priority. You will add each key result one at a time for the same objective or overall priority.

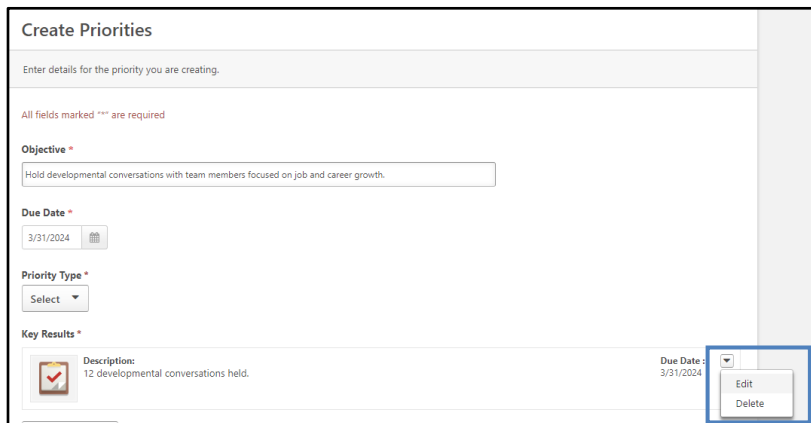
The screenshot shows the 'Create Priorities' form. The 'Add Key Results' button is highlighted with a blue box. The form includes fields for 'Objective', 'Due Date', 'Priority Type', 'Attachments', and 'Assignment'. The 'Submit' button is highlighted in blue.

7. Next, enter the description for this Key Result. By default, the Due Date will match the same Due Date as the overall Objective. You may want to reflect specific milestones for each key result, therefore, if you want to change the Due Date for this specific result, click on the 'Calendar' icon to select the correct date. Once completed, click on 'Done'.



The screenshot shows a dialog box titled "Add Key Results". It has a close button (X) in the top right corner. The "Description" field is highlighted with a blue border and contains the text "12 developmental conversations held.". Below it, the "Due Date" is set to "3/31/2024" with a calendar icon. At the bottom, there are "Cancel" and "Done" buttons.

8. Next, you will see the Key Result you entered appear as part of your Priority. If a change is required, you can click the drop-down arrow next to the Key Result and choose to 'Edit' or 'Delete'. Selecting 'Edit' will bring you back to the previous screen to make the necessary updates. Selecting 'Delete' will remove the Key Result.



The screenshot shows the "Create Priorities" screen. It has a header "Enter details for the priority you are creating." and a note "All fields marked '*' are required". The "Objective" field contains "Hold developmental conversations with team members focused on job and career growth.". The "Due Date" is "3/31/2024". The "Priority Type" is set to "Select". The "Key Results" section shows a list item with a checkmark icon, description "12 developmental conversations held.", and due date "3/31/2024". A dropdown menu is open next to the due date, showing "Edit" and "Delete" options.

- Continue adding in required additional Key Results by clicking 'Add Key Result'. OPTIONAL—you can add Attachments to your Priority. Add in an Attachment by clicking the 'Choose File' button and follow on-screen prompts. Note that you are limited to 3 files in total, each one being less than 1MB.

Create Priorities

Enter details for the priority you are creating.

All fields marked *** are required

Objective *
Hold developmental conversations with team members focused on job and career growth.

Due Date *
3/31/2024

Priority Type *
Select

Key Results *

Description	Due Date
12 developmental conversations held.	3/31/2024

Attachments
Choose File

Upload up to 3 attachments. Maximum upload 1MB

- Once you've completed creating your priority, you can 'Save as Draft' or 'Submit'. Save as Draft will save this to your profile, but will not prepare the priority to be sent for approval in a later step. Submit will save this to your profile and prepare it to be sent for approval in a later step. It is recommended to create all of your priorities first, and then send for approval at once to your manager.

Attachments
Choose File

Upload up to 3 attachments. Maximum upload 1MB

Assignment *
Assigned to:
 Yourself

Cancel Save as Draft Submit

- Continue to add in your Priorities until completed following these steps. Remember, you should aim to have 2-3 priorities that are role-based (job-function or strategic) and 1-2 developmental priorities. Once you have submitted all your Priorities, under the "My Priorities" screen you will see the option 'Send Approval Request'. Click on this to send to your manager for review/approve.

My Priorities Create Options

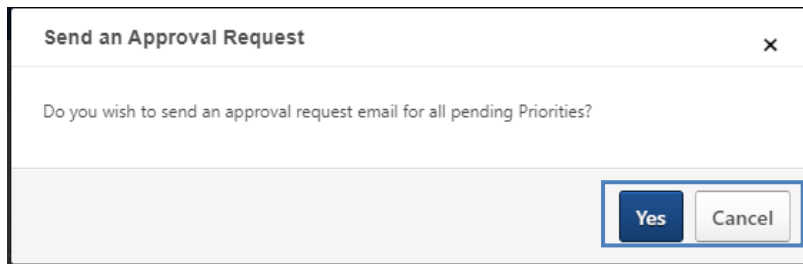
My Priorities

Current Period 4/1/2023 3/31/2024 Search

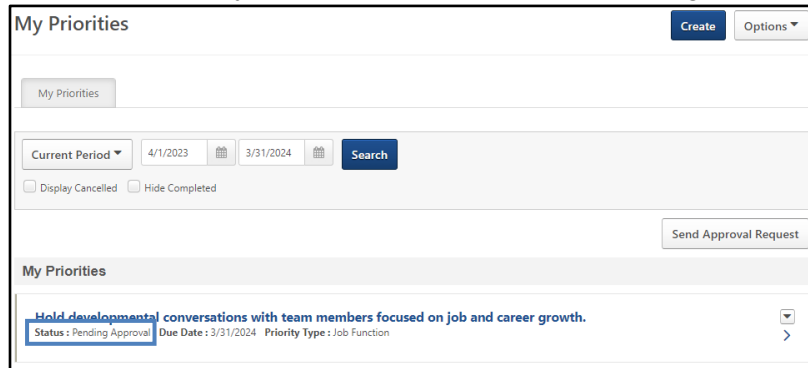
Display Cancelled Hide Completed

Send Approval Request

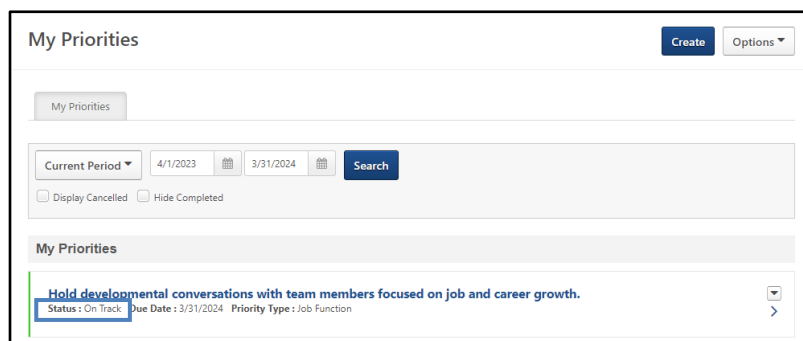
12. Once you click 'Send Approval Request', you will see a prompt to confirm you want to 'Send an Approval Request'. Click the 'Yes' button to send the request.



13. You will see that request was sent for approval as the 'Send Approval Request' button will say 'Request Sent'. Your priority will also have a Status of 'Pending Approval'.



14. Once approved by your manager, a GREEN bar will appear on the left side of each priority. Your priority will also have a Status of 'On Track'. Congratulations, you have set your priorities!



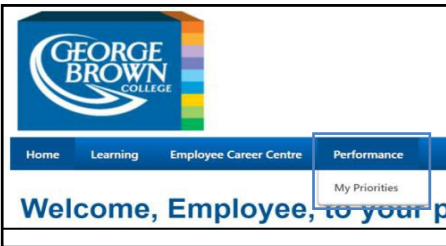
Now that I have set my priorities; what happens next?

Once you have submitted your priorities, an email will notify your leader to review. If there are any changes required, your leader will reach out to you. If you make a change that affects the Due Date or to a Key Result (update, removal, addition), you will need to resubmit the priority to your leader for approval.

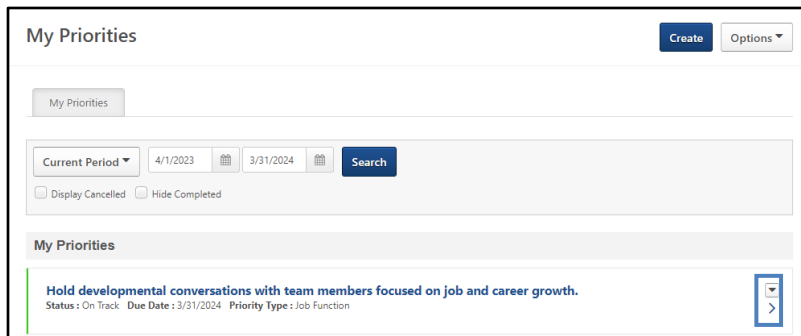
The following steps and instructions provide details on how to update and manage your priorities on an ongoing basis in Cornerstone.

Updating Current Priorities in Cornerstone

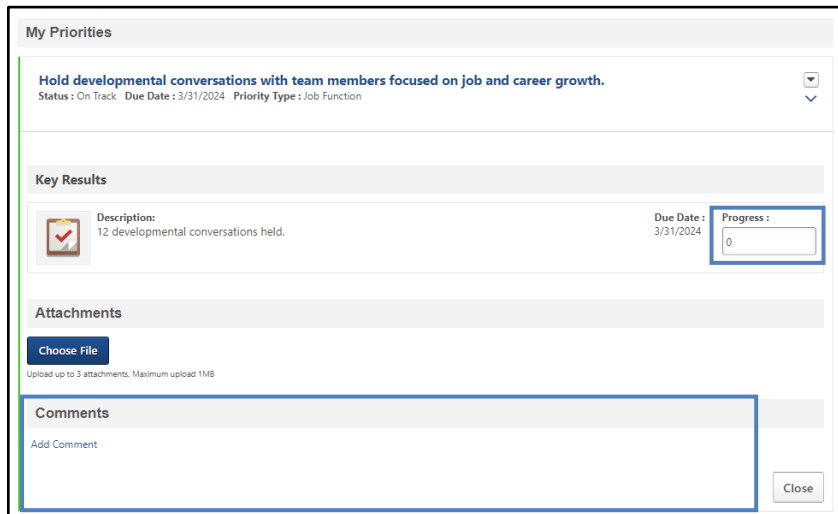
1. To begin, log into [Cornerstone](#). From the top menu bar, hover over 'Performance' and select 'My Priorities'.



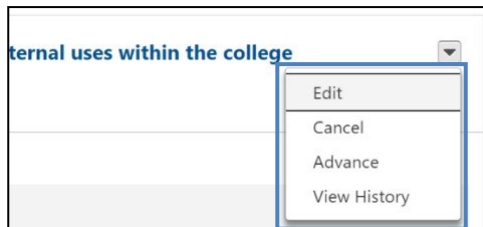
2. You will now see the priorities you have set for this year. By either clicking the 'expand arrow' (the small arrow under the dropdown arrow), or by clicking the title of the priority you will have the option of listing progress percentages for each of your Key Results and to Add Comments about your overall progress. More details on this are in the subsequent steps.



3. Once you click on the small expand arrow (not the dropdown arrow) or the title of the priority, you will see space to the right of your Key Results where you can add your Progress percentage (this is your best judgement on level of completion towards 100% against each key result). By clicking 'Add Comment', this is where you will add details about your progress, including accomplishments and/or outstanding items. Once completed, click on 'Close' to save. Once all key results are at 100% completion, the priority status will change to 'Completed'.



- To Cancel a Priority, click the drop-down arrow and select 'Cancel.' Note: Cancelling a Priority will require you to send an Approval Request to your manager to approve the cancellation.



Frequently Asked Questions About Priority Setting

Question 1: It is the start of a new fiscal, what happens to the priorities I set in the previous fiscal year?

Those priorities will have remained active in Cornerstone for you to capture updates and progress against. You will leverage the 'add comments' functionality highlighting accomplishments and/or outstanding items and you would leverage 'progress' to show percentage of completion. Instructions to complete this in Cornerstone are available earlier in this document.

Question 2: How do I determine my priorities for the upcoming fiscal year?

The beginning of this guide provides a comprehensive overview to support you in identifying and creating your priorities. In summary, your leaders would have communicated your department/divisional priorities with you. From there, you will identify your individual contribution towards these initiatives, which can be articulated as objectives and the key results required to achieve those objectives. The objectives and key results you identify will form the basis of your individual priorities to be entered into Cornerstone.

Question 3: What happens if any priorities from the previous fiscal carry over into our current fiscal?

In this case, you would create a new priority, outlining the specific work (articulated as key results) to be accomplished in this coming fiscal year (For FY23-24 this would be between April 1, 2023, and March 31, 2024). A reminder that for your previous fiscal priorities, you will leverage the 'add comments' functionality in Cornerstone, highlighting accomplishments and/or outstanding items and you would leverage 'progress' to show percentage of completion. When you create your new/current fiscal priorities, ensure the dates are specific to the

current fiscal year.

Question 4: How many priorities should I be setting?

You should aim to set 2 to 3 job function or strategic priorities and 1 to 2 developmental priorities. The job function priorities will outline the contributions you will make through the work you are responsible for delivering, and the developmental priorities are focused on the individual growth you want to undertake this year (For example, building a specific skill).

Question 5: What if I have more than three priorities that I will need to capture based on the business planning activities this fiscal?

While it is likely you will be focused on more than just three priorities as part of your role, the purpose of the priority setting exercise is to identify and align on the top 2 – 3 with your leader that you deem critical for execution and that should be continually discussed with your leader.