

TOPIC PERFORMANCE MANAGEMENT

POLICY **Managers implement a performance management process to help employees meet the full requirements of their positions.**

QUESTIONS AND ANSWERS

1. Who is covered by this policy?
2. What is the purpose of this Performance Management Policy?
3. What philosophy guides this policy?
4. Who is responsible for performance management?
5. What is an employee's responsibility regarding performance?
6. What support does Human Resources and the Civil Service Commission provide to managers?
7. What is an example of a departmental performance management policy.

AUTHORITY

- Based on Performance Management Policy, approved by Cabinet, Minute #29, June 25, 1986
- GEMA 15:01
- Civil Service Commission Regulations 17-19

Effective date	June 25, 1986	Re-formatted Amended	June, 1997 January, 1999
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QUESTIONS AND ANSWERS

1. *Who is covered by this policy?*

This policy applies to all departments and all employees employed under provisions of *the Civil Service Act*.

2. *What is the purpose of this Performance Management Policy?*

Cabinet approved this corporate policy to help managers improve individual and organizational performance in keeping with the general management principles and Treasury Board planning guidelines.

3. *What philosophy guides this policy?*

The Government of Manitoba embraces a management philosophy which recognizes that people are the most important component in public service. This implies that employees are managed effectively and with appropriate respect for the individual. Employees have opportunities to develop their potential and use their abilities. They can expect to hear timely and balanced feedback on their performance. Managers at all levels can address these objectives using the framework provided by this policy.

4. *Who is responsible for performance management?*

The Deputy Ministers are responsible for:

- clarifying and communicating organizational priorities and objectives
- guiding the implementation of a performance management system consistent with this policy and the department's needs
- ensuring that managers have the skills to implement the system and that responsibility for managing performance is written into their job descriptions
- monitoring the quality of the department's system and improving it, as needed
- assuring that the system produces effective performance information for management action and for Civil Service Commission assessment
- involving Human Resources in implementing the department's performance management system.
- setting the standards for documenting performance reviews.

Managers at all levels are responsible for:

- including responsibility for managing performance in their position descriptions and obtaining the skills required to implement the department's performance management system effectively and with a minimum of paperwork
- preparing and documenting annual results-oriented objectives for each employee as

- well as performance standards for each duty or expected result
- guiding and coaching employees on an ongoing basis by focusing on problem solving and employee development
- providing employees with an annual performance review based on established results/objectives and performance standards and not on peer comparisons, and documenting the results of the review and ensuring the document is filed on the employees personnel file.
- involving employees in planning and assessing their performance
- problem-solving with employees who require corrective action to achieve wholly satisfactory performance and taking disciplinary action when corrective action does not produce wholly satisfactory performance
- removing barriers that impede employees from achieving results and standards and enriching the work of employees who are interested and capable of additional responsibilities
- using confidential performance information appropriately.

5. *What is an employee's responsibility regarding performance?*

Employees are responsible for:

- performing work to standard to achieve the desired results
- asking for help in solving problems when necessary and informing the manager of barriers to achieving desired results and standards
- participating in performance planning and preparing for performance discussions
- signing the annual review document and freely entering or attaching comments
- completing any training and <development plan>.

6. *What support does Human Resources and the Civil Service Commission provide to managers?*

Human Resources is responsible for:

- assisting the Deputy Minister in implementing, monitoring, assessing and improving the department's performance management system
- training managers, providing managers with sample forms and procedures and helping managers assess training needs
- ensuring performance review documentation is placed in the employee's file
- assisting employees to improve competence and access opportunities for development.

The Civil Service Commission is responsible for assessing departments' performance management systems and making suggestions for improvement.

7. ***What is an example of a departmental performance management policy?***

This example of a department Performance Management Policy is consistent with the principles outlined in this general Performance Management Policy:

Management of Employee Performance

Policy

Managers implement the department's performance management system to help employees meet the full requirements of their positions.

Purpose

To help managers be accountable for the organization's results by effectively guiding and developing employees.

Description

Both managers and employees participate in the four phases of the Performance Management System:

1. Planning: The position duties are reviewed to ensure alignment with organizational objectives are recorded in an updated position description. The manager communicates performance expectations in writing and through discussion.
2. Performance Coaching: Managers provide on-going coaching and guidance to employees. Managers review the desired results and standards every four months to ensure they remain valid. Managers remove barriers to performance and take corrective action using a development plan, if required.
3. Performance Results: The manager and the employee compare the actual results obtained by the employee over the established time period to the expected results and performance standards for each position responsibility. Variances are identified. The manager records the findings objectively and concisely and the employee signs the review document with comments if desired. Performance standards and objectives may be revised if necessary.

4. Development Planning: The manager and the employee prepare a <development plan> to address gaps between actual and expected performance and to capitalize on the employee's strengths.

Responsibilities: Employees are responsible for performing work to standard.
Managers are responsible for:

- conducting annual formal performance reviews
- conducting interim performance reviews as required
- updating position descriptions annually
- periodic performance reviews during the probationary period, with a formal performance review on the second last month of the probationary period
- maintaining confidentiality of performance information and distributing signed copies as follows:
 - original to Human Resources to be attached to employee's personnel file
 - copy to employee
 - copy to manager's file

COMMENT BOXES

Development Plan

A development plan includes:

- nature and degree of change expected
- development activities
- time frames
- accountability for each aspect of the plan.