



## Building Organizations **Delivering Results**

Organizational Design + Effectiveness

### Performance Management FAQ

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Q: What is performance management?

A: It is a process where employees and managers collaborate to develop work and career goals that will move both the individual and the organization forward.

Q: What are the components of performance management?

A: Goal-setting, continuous coaching and feedback, and formal review. At the beginning of the cycle, employees and managers meet to set goals for the coming year. Throughout the year, managers give feedback to employees on their progress. At the end of the year, employees and managers meet to have a formal review of achievements based on the goals set at the beginning of the year. We also recommend a formal review, midway through the cycle, to discuss achievements so far and make any necessary adjustments.

Q: What is the time-line for the performance management cycle?

A: Bargaining Unit employees usually begin the goals setting process on the anniversary of their hire date and review progress one year later. MCP and Excluded employees begin April 1<sup>st</sup> and end March 31<sup>st</sup>.

Q: Why should I have ongoing feedback and a mid-year review?

A: Managers and employees should engage in ongoing dialogue to make sure that expectations are managed appropriately and that there are no surprises at the end of the year. As well, goals can be modified or updated during the mid-year review. Discussing progress towards goals reduces misunderstandings and missed goals. You can also discuss potential problems or obstacles that have arisen and identify specific help or resources that might be required.

Q: What happens if my goals change during the cycle?

A: Goals can be amended, updated or changed throughout the year based on changing circumstances. Once an employee or manager realizes that a goal needs to be changed, they meet and discuss the change. The change should be recorded on the form. At the end of the year, the employee will be evaluated on the achievement of the new/amended goal. The thing to keep in mind is that managers and employees should meet as soon as they know a change needs to be made and discuss the new situation.

Q: Where can I find the forms?

A: Forms can be downloaded from the Government's intranet site:  
<http://www.gov.ns.ca/psc/default.asp?mn=1.360.452.364>

Q: Who can help me with the performance management process?

A: Contact your HR Consultant for help with performance management. The Senior Consultant, OD&E at the PSC can also be a resource.



Q: What are leadership competencies?

A: Competencies are the skills, knowledge and behaviours needed by employees in order to be successful in an organization. The Deputy Ministers have identified eight leadership competencies, which when demonstrated, will move the organization forward. They are: Decisiveness, Strategic Orientation, Development of People, Team Leadership, Achievement Orientation, Self-confidence/courage of conviction, Impact & Influence, and Relationship Building. This link takes you to the definitions and levels for the Leadership Competencies: [http://www.gov.ns.ca/psc/default.asp?mn=1.360.452.364.370#MCP\\_0607](http://www.gov.ns.ca/psc/default.asp?mn=1.360.452.364.370#MCP_0607)

Q: How are leadership competencies evaluated in terms of performance management?

A: MCP employees are responsible for demonstrating the eight leadership competencies. At the end of the performance cycle, the employee gives examples of how he/she demonstrated each competency at the required level. The manager then provides his/her feedback and assigns a rating for the competencies. The average rating for the leadership competencies is one component, which makes up the overall rating. (The average rating for the performance goals is the other component in the overall rating.)

Q: What if I don't agree with my evaluation?

A: Meet with your manager and ask for clarification. He/she should be able to provide concrete examples of where you fell short of the mark. You should also work with your manager on a development plan to improve your performance. Union members always have the option of filing a grievance. MCP employees have the option of involving their HR Consultant if they feel they need support.

Q: When do I need to complete my forms?

A: MCP forms should be completed as close to the end of the fiscal year (March 31) as possible and practical. Most departments try to have them done by end of June at the latest. For bargaining unit employees, the forms should be completed prior to the yearly increment due date. Most departments do not process the increment without the forms.

Q: How does performance management link to talent management and career planning?

A: Performance management is the foundation that supports talent management. Through the performance management process, employees work towards goals in their current job, which support the business plan and their professional development. The performance management process also helps facilitate conversations between managers and employees regarding performance goals, career goals and career planning. The goals and achievements are entered onto the form for a formal record of progress.

Talent management is about developing employees at every level, to help them achieve their development goals. Talent management also helps organizations ensure continuity in key positions by identifying career aspirations across the organization and then working together to help develop employees so they can eventually compete for and fill these positions. Ultimately, it is about making sure that we get the right people with the right skill in the right place at the right time.

Career planning is a component of developing employees for the future.

