



## Performance Management

For a political statement on the matter of performance management and on the manner that it was presented by the Right Honourable Tony Clement, please see the President's blog at : <http://www.blogs.acep-cape.ca/en/index.php/2013/06/performance-review-when-announcing-what-already-exists-and-presenting-it-as-a-turning-point-is-a-very-old-trick-to-divert-attention/>

### Context :

- CAPE includes employees who manage and/or supervise other employees. The document that you are reading is directed to all CAPE members, but in respect to their interests as employees for whom performance evaluations will be conducted. Under the new directive, this will cover all employees in the core public service, including managers and supervisors.
- We have not been informed by the Library of Parliament whether it intends to develop a similar approach to performance management.
- For decades, CAPE and its predecessors (SSEA and CUPTE) have approached employers to solve problems with its performance evaluation process.
- Problems raised with the employers have included:
  - The inconsistent application of evaluations, the subjective quality of language used in evaluations, the apparent arbitrariness and the lack of support documentation;
  - The irregularity of evaluations, sudden changes in expectations resulting not surprisingly in unsatisfactory evaluations;
  - The lack of training for managers who simply did not know how to evaluate performance, or who did have sufficient knowledge of the subject matter involved in their employees' work;
  - The lack of ongoing dialogue between managers and employees in regards to performance;
  - The lack of a rigorous review process where employee comments are an integral part of the end result.

- CAPE and its predecessors have raised these issue:
  - At consultation tables with department officials; and,
  - At the bargaining table, with proposals to strengthen language and to tie performance evaluation to training and career development plans.
- The new directive which is intended to give direction to managers in the performance evaluation of their employees is similar to the directive that became effective in 2008 and that applies to senior excluded and unrepresented managers. The most significant difference is that pay at risk and bonuses are part of the performance evaluation plan for excluded and unrepresented managers (see the \* below).
- CAPE and other bargaining agents representing public service employees were not consulted on the matter of performance management as the employer developed its *Directive on Performance Management*.
- CAPE has prepared the following preliminary review of the employer's performance management directive.

## **Documents :**

- The documents that have been the object of our preliminary review include\* :
  - *Directive on Performance Management* [future: effective date 2014-04-01] <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=27146&section=text>
  - *Frequently Asked Questions on the Directive of Performance Management* <http://www.tbs-sct.gc.ca/tou/pmc-dgr/faq-eng.asp>
  - *Performance Management Program for Employees* <http://www.tbs-sct.gc.ca/tou/pmc-dgr/intro-eng.asp>
  - *Strengthening Performance Management in the Public Service* [effective: ongoing developments since 2008] <http://www.tbs-sct.gc.ca/hrh/str-eng.asp>
  - *Performance Pay Administration Policy for Certain Non-Management Category Senior Excluded Levels* [effective : 2008-04-01] <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=13951&section=text#cha1>

\* <http://www.tbs-sct.gc.ca/prg/mran-eng.asp> ; scroll down to *Annual results for executives in the core public administration*, and look-up aggregate statistics for EX performance pay in your department, per fiscal year.

- **Preliminary Analysis :**

- It appears that the first objective of the directive is to make the evaluation of performance an ongoing and integral part of work for all managers and all employees. For the most part, the management practices are not new; they are what have been considered “best practices”. Some departments have already communicated to their employees that they will be required to make only adjustments to their current practices.
- **What is definitely new is that performance evaluation will be ongoing, required for all, standardized and documented in all instances.**
- The extent to which the process will be front and center in the work place means that employees will need to be prepared to devote a not insignificant amount of time communicating with their managers on performance, and recording and documenting all performance related communications.
- The stated objective of the directive is to “...promote a commitment, shared by managers, employees and their organizations, to sustaining a culture of high performance in the public service.”
- Managers will be required to:
  - take training and use tools made available by their organization, and, demonstrate competencies in performance management;
  - be assessed on their performance management;
  - carry out performance evaluations: one formal evaluation every year, and an informal evaluation half way through the period;
  - follow standardized processes for evaluating performance;
  - follow standardized processes for ongoing engagement of employees in performance discussions;
  - follow standardized processes for follow-up on performance issues;
  - set clear annual objectives for performance;
  - provide employees with the tools, training and mentoring needed to reach objectives;

- keep records pertaining to performance and management of performance for each employee (a performance file for each employee);
  - provide employees who surpass expectations a “talent management plan”;
  - recognize and reward exceptional performance;
  - manage unsatisfactory performance with an “action plan” that includes objectives, milestones and reviews;
  - provide standardized data to the organization for strategic planning;
  - work with the “departmental review panel” which will have an overview role in the management of performance by managers.
- Poor performance, performance that a manager can demonstrate is “unsatisfactory”, will be managed according to best practices used in the past (see <http://www.tbs-sct.gc.ca/tou/dwnld/overview-apercu-eng.pdf> ; <http://www.tbs-sct.gc.ca/tou/dwnld/dwd-gmd-eng.pdf>; <http://www.tbs-sct.gc.ca/tou/dwnld/dup-gri-eng.pdf> ; <http://www.tbs-sct.gc.ca/tou/dwnld/dwndt-rpmad-eng.pdf> ).
  - There is also a standardization and greater rigour imposed on the process to evaluate employees on probation <http://www.tbs-sct.gc.ca/tou/dwnld/pmdp-grcs-eng.pdf> .
  - Matters of concern to CAPE include but are not limited to :
    - The timeline of 18 months for an employee to improve performance to a rating above an unsatisfactory rating;
    - Issues of accommodation and human rights as they related to performance;
    - The relation of performance management to Workplace 2.0;
    - The burden imposed on employees to document all performance related communications as a safeguard against management errors, arbitrariness or unfair evaluations;
    - The integrity of collective agreements where exceptional performance is the object of rewards;
    - The lack of union input into the elaboration of the directive.

## Next Steps :

- **Consulting members:** CAPE invites its members to provide their comments and observations on the new performance management process that is being set-up by the employer. Please send your comments to [pgr-pmp@acep-cape.ca](mailto:pgr-pmp@acep-cape.ca) . Your comments will be collated and used in the preparation of CAPE's position before the employer and CAPE's tools for the membership.
- **Preparing tools for members:** CAPE will prepare a "what to do" document on the employee's participation in the performance management process, and a "what to do" document for the employee for whom a manager has rated his or her performance as unsatisfactory. These tools are intended to provide employees with a more active role in the evaluation process and a stronger position if there is a need to take recourse action against management decisions based on a performance evaluation.
- **Working with other bargaining agents:** CAPE will work with other bargaining agents in the course of the next few months in order to prepare a stronger position before the employer.