

Performance Management for Employees

Support Document

Purpose: This document supports supervisors to have conversations with employees who are 'Developing', 'Succeeding', 'Exceeding' and 'Mastering' their performance. Listed below are ideas for discussion and ideas that may be used to complete the performance management document.

Performance Rating

- **Developing:** employee requires more experience in the current role to meet job expectations, or the skills and behaviours of the employee require improvement/enhancement.
- **Succeeding:** employee possesses the skills and behaviours to meet performance expectations. This level of performance should be demonstrated by most employees on a regular basis.
- **Exceeding:** Employee regularly goes beyond performance expectations, delivering results that surpass requirements and add notable value to team and organizational goals.
- **Mastering:** employee possesses the skills and behaviours at the highest level of performance and contribution to the organization's future success.

Resources for Developing Employees

Employee's developing in their role require more experience in the current role to meet job expectations, or the skills and behaviours of the employee require improvement/enhancement.

To support these employees, have a conversation with them about:

- Causes of Underperformance
- Training Gaps
- Pressure Areas (i.e. clear instructions, EAP, etc.)
- Professional Improvement Plans (PIP)
- Monitoring Performance
- Feedback Requirements
- Regular Check-ins
- PSC's Pathways to Learning courses

Resources for Succeeding Employees

Employee's succeeding in their role, possess the skills and behaviours to meet performance expectations.

To support these employees, have a conversation with them about:

- Professional Development Plan (PDP)
- PSC's Leadership Pathways
- PSC's Leadership Competencies
- Discuss Knowledge Transfer
- Explore Cross-Training Opportunities
- Offer Mentorship to Employee
- Support Actions in their PDP

Resources for Exceeding Employees

Employee's succeeding in their role, possess the skills and behaviours to exceed performance expectations.

To support these employees, have a conversation with them about:

- Professional Development Plan (PDP)
- PSC's Leadership Pathways
- PSC's Leadership Competencies
- Discuss Knowledge Transfer
- Explore Cross-Training Opportunities
- Offer Mentorship to Employee
- Encourage Employees to be a Mentor

Resources for Mastering Employees

Employee's mastering their role, possess the skills and behaviours at the highest level of performance and contribution to the organization's future success.

To support these employees, have a conversation with them about:

- Professional Development Plan (PDP)
- PSC's Leadership Pathways
- PSC's Leadership Competencies
- Offer Mentorship to Employee
- Encourage Employee to Be a Mentor
- Discuss Knowledge Transfer
- Explore Cross-Training Opportunities

Common Traits and Skills for all Employees

Here are example performance statements supervisors can use to describe employee performance across each of the listed traits. These can be adapted based on the performance rating of each employee.

1. Knowledge of Job Role and Duties

- Demonstrates a thorough understanding of their job responsibilities and consistently performs tasks with minimal supervision.
- Has quickly grasped the core functions of the role and applies this knowledge effectively to meet daily objectives.
- Needs further development in understanding the full scope of their duties to work more independently and confidently.

2. Knowledge of Department and Government Policies

- Applies departmental procedures and government regulations accurately in daily work, ensuring compliance and consistency.
- Shows strong awareness of policy updates and proactively adjusts workflows to align with new standards.
- Would benefit from additional training on departmental protocols to reduce reliance on others for clarification.

3. Use of Resources and Time

- Effectively prioritizes tasks and uses available resources to complete assignments ahead of deadlines.
- Demonstrates good time management but could improve efficiency by streamlining repetitive tasks.
- Needs to develop better strategies for managing workload and minimizing time spent on low-priority activities.

4. Responsibility

- Takes full ownership of assigned tasks and follows through to completion with accountability and integrity.
- Accepts responsibility for outcomes and is proactive in addressing challenges or setbacks.
- Occasionally requires reminders to follow through on commitments and meet expectations.

5. Communication

- Communicates clearly and professionally with colleagues, clients, and supervisors, both in writing and verbally.
- Actively listens and seeks clarification when needed, contributing to effective team collaboration.
- Should work on improving clarity and timeliness in communication to avoid misunderstandings.

6. Working Relationships

- Builds positive, respectful relationships with team members and contributes to a collaborative work environment.
- Is approachable and supportive, often serving as a go-to person for peers seeking guidance.
- Would benefit from developing stronger interpersonal skills to enhance team cohesion.

7. Adaptability

- Responds well to change and quickly adjusts to new processes, tools, or team dynamics.
- Demonstrates flexibility in shifting priorities and remains productive under pressure.
- Struggles with adapting to change; additional support may be needed during transitions.

8. Work Habits

- Maintains a high level of organization and consistently meets deadlines with quality work.
- Demonstrates reliability and punctuality, contributing to overall team efficiency.
- Needs to improve consistency in work habits to ensure dependable performance.

9. Leadership Ability

- Exhibits strong leadership qualities by motivating others, providing guidance, and fostering a positive team culture.
- Takes initiative and leads by example, often stepping up to mentor newer team members.
- Has potential for leadership development and would benefit from opportunities to lead small projects or initiatives.