

Performance Management in the Prince Edward Island Public Service

A Preliminary Conceptual
Framework



Performance Management

What?

- ▶ A strategic and integrated approach to delivering sustained organizational success by continually guiding, developing and improving the performance of people who work on its behalf.

Why?

- ▶ Organizational effectiveness is largely a function of individual performance.
- ▶ It is widely accepted that HR management (selecting/engaging/developing personnel) has a material impact on an organization's overall performance.

How?

- ▶ To excel and develop in relation to an organizational goal or mandate, individuals need and deserve effective management.
- ▶ Effective performance management in the PEI public service demands a shared performance commitment grounded in a culture of continuous improvement.

Performance Management Planning Cycle

- ▶ At a practical level, any performance management process will naturally involve a regular routine of setting objectives, taking action, and assessment results.
- ▶ Such a routine – or cycle – may involve:
 - ❑ reviewing progress toward objectives;
 - ❑ discussing performance feedback and making adjustments;
 - ❑ setting fresh objectives;
 - ❑ aligning resources;
 - ❑ taking action; and,
 - ❑ developing capabilities.
- ▶ It is not necessary, or even realistic, that a selected process be optimal on day one. Rather, at any given time the management process itself forms part of a cycle of continuous improvement toward a shared organizational performance goal.

Performance Management Planning Cycle



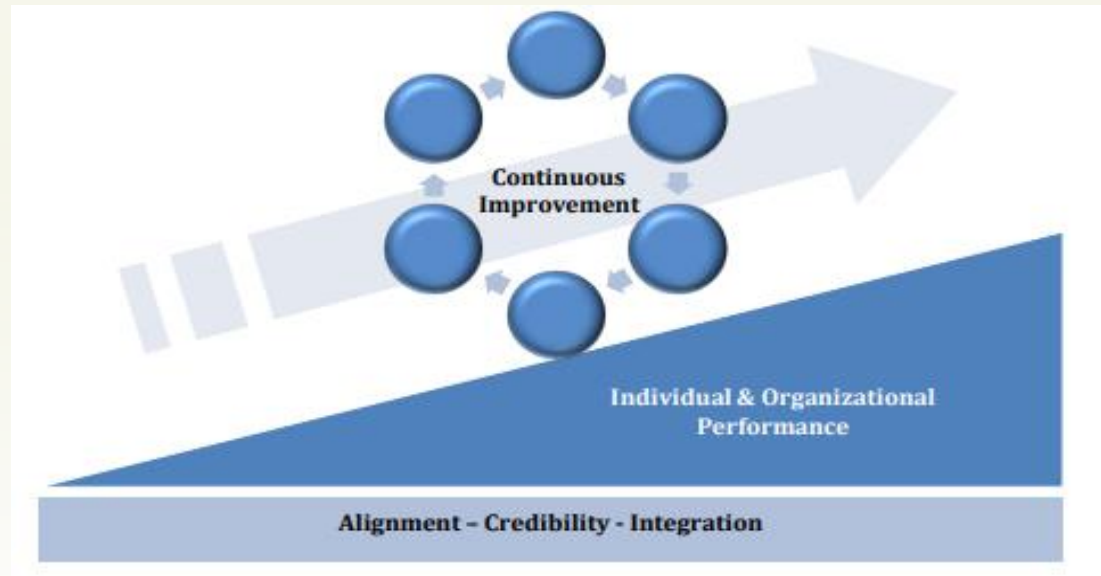
Performance Management Design Considerations

- ▶ Three key performance management design elements should remain top of mind: Alignment, Credibility, and Integration.

Alignment	Credibility	Integration
<ul style="list-style-type: none">• Outcomes sought by government• Organizational culture, values, and legislative framework• Nature of the subject public service activity• Client and stakeholder expectations	<ul style="list-style-type: none">• Senior and front-line management commitment• Simplicity, flexibility, and practicality• Fairness and trust• Dealing with underperformance• Individual ownership, accountability, and acceptance of process	<ul style="list-style-type: none">• Line of sight between organizational and individual goals• Embedded within a system of organizational performance management• Link to training and career development

Performance Management Design Considerations

- ▶ Performance management involves the successful linkage of individual objectives and results with those of the broader organization.
- ▶ This requires a well-designed process, strong leadership, and a genuine commitment to continuous improvement.



► What's New?

- ▶ Grounded upon a common principal-based policy framework.
- ▶ **Not prescriptive** – need not replace functional PM processes – Apply new or existing processes to common policy.
- ▶ **Strategic** – linking individual, operating unit, and organizational performance goals.
- ▶ **Performance improvement** – not discipline. Separate from the discipline process.
- ▶ **An ongoing process** – part of a commitment to continuous improvement at all levels.

Recommendations

- ▶ At the leadership table with each department, appoint a **champion** for performance management who will be responsible for promotion and who will follow up accountability.
- ▶ **Communicate and inform** all directors, managers, and supervisors about the updated performance management policy and tools
 - ▶ Departmental leadership teams
 - ▶ Director's forum
 - ▶ Managers, supervisors, and staff at departmental days
- ▶ Develop/**provide support and resources** for managers
 - ▶ Website
 - ▶ Communities of learning and practice

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