
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 human resource management (selecting/engaging/developing personnel) has a material impact on an organization's overall performance.

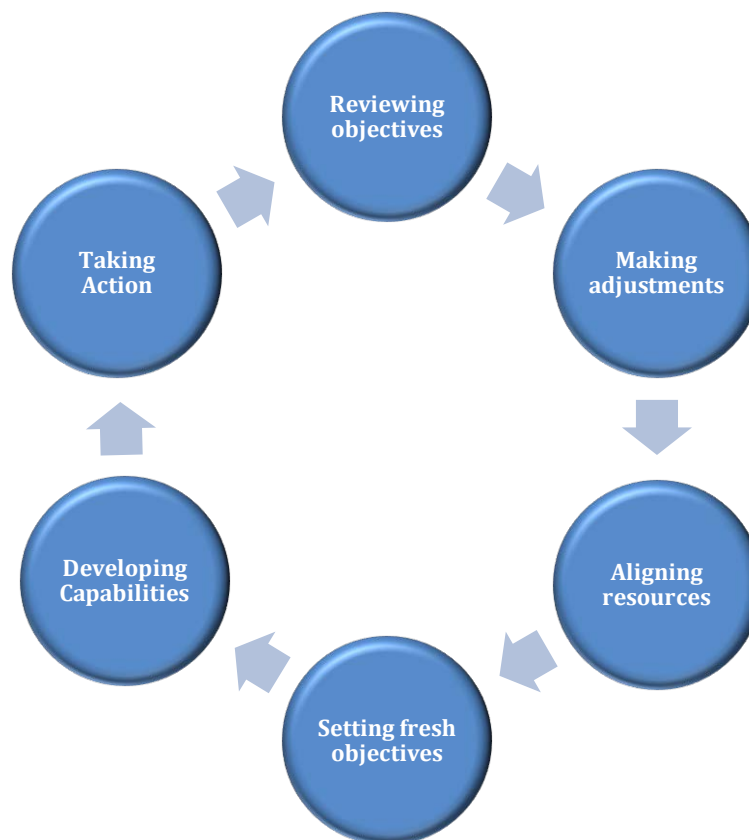
How?

- 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.
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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.
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Performance Management Planning Cycle



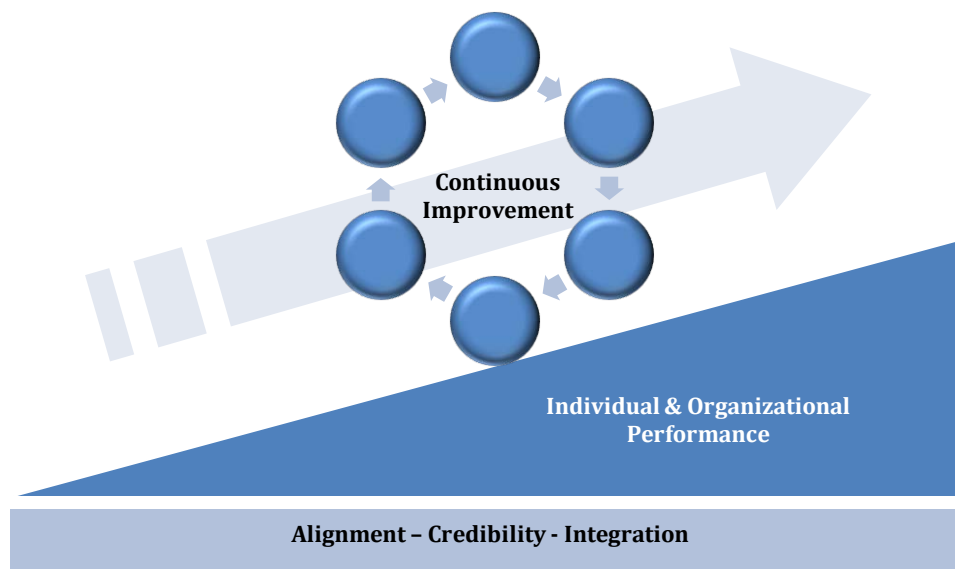
Performance Management Design Considerations

- 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 principle-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 (individual improvement – organizational improvement – even PM process improvement).
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Recommendations

- At the leadership table within 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
 - directors' forum
 - managers, supervisors and staff at departmental days using customized integrated Ceridian days
 - Develop/**provide support and resources** for managers
 - on-line managers resource center
 - communities of learning and practice
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References

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