	<b>EMPLOYEE RETENTION</b> <b>Performance Management System</b>	<b>Human Resources Manual</b> <b>Section 316</b>
-----------------------------------------------------------------------------------	-------------------------------------------------------------------	-----------------------------------------------------


## **PERFORMANCE MANAGEMENT SYSTEM**

### **PURPOSE**

1. This section will describe the performance management process used by the Government of Nunavut (GN). Performance management is an ongoing process where the supervisor and the employee work together to assess the employees' performance against the specific functions, tasks, and responsibilities set out in the employees' work description.
2. Management is responsible for facilitating the performance review process in order that continual improvement may be achieved in the workplace. GN recognizes the importance of performance management in achieving organizational goals through continual employee improvement.

### **PRINCIPLES**

3. This directive is guided by the following values and expectations:
  - Pilimmaksarniq – All employees are expected to actively build their skills and knowledge, demonstrating empowerment to lead a successful and productive life that is respectful to all.
  - GN actively promotes the use of performance management in order to achieve organizational goals and the continual improvement and career advancement of its employees.
  - The Department of Human Resources will provide departments and public agencies with the appropriate tools and resources, procedures, advice and training for use of the performance management system.

 <b>EMPLOYEE RETENTION</b>	<b>Human Resources Manual</b>
<b>Performance Management System</b>	<b>Section 316</b>

## APPLICATION


4. These guidelines and procedures apply to all employees in the NEU bargaining unit and public service excluded and senior management employees of GN departments and agencies with the exception of Qulliq Energy Corporation and members of the Nunavut Teachers Association<sup>1</sup>.

## DEFINITIONS


5. **Career Development Training** is training that has been identified for professional career growth.
6. **Next Level Manager** is the individual that directly supervises the supervisor performing the performance review on their employees.
7. **Objective** is a statement of the results or outcomes an employee is expected to accomplish during the performance review period.
8. **Performance Management** is the ongoing process where the supervisor and employee work together to plan, monitor and review the employee's work objectives or goals and their overall contribution to the organization. The process is meant to encourage continual improvement where employees take responsibility for results. The process also provides a forum for discussing the employee's training and development needs.
9. **Performance Management Guidelines Handbook** is a manual with guidelines on how to carry out performance management in accordance with the provisions of this directive and utilize the supporting forms.

---

<sup>1</sup> In 2009 Qulliq Energy Corporation in response to a mandate by the OAG in 2006 created a comprehensive performance management system with a mandatory schedule for performance management reviews for individual employees. The system was approved by OAG, presented to the Departments of Human Resources and Executive and Intergovernmental Affairs and since 2009 has been part of their business culture. Teachers employed by the (Government of Nunavut) Department of Education have an independent performance appraisal system as required by the Education Act and their collective agreement with the GN

 <p><b>EMPLOYEE RETENTION</b></p>	<p><b>Human Resources Manual</b></p>
<p><b>Performance Management System</b></p>	<p><b>Section 316</b></p>


10. **Performance Plan** is an agreement between the employee and the supervisor for the performance period that includes establishing links with strategic priorities, identifying responsibility areas of the position, developing performance objectives or standards for the responsibility areas, preparing a training and development plan and confirming the employee's understanding and agreement.
11. **Performance Review** is a summary of the employee's contributions over the entire performance period. The employee's performance is assessed against a variety of factors, future training and development needs are outlined, and performance objectives for the upcoming performance period are established.
12. **Performance Review Form** is the formal document used by the supervisor to assess an employee's performance during the performance period.
13. **Probationary Performance Review Form** is a form designed for new and probationary employees.
14. **Required Training** is training which includes general training for skills development and specialized training, taken by the employee during their performance period, which is specific to their position.
15. **Standard** refers to a set of actions or behaviours that are required on an ongoing basis, and describes the process rather than the results. Standards are specifically tied to duties and responsibilities.
16. **Training and Development Plan** is a plan which identifies areas requiring general training/skills development, or specialized training unique to a position. Past training is also identified and the results of the training on employee performance are evaluated.

 <b>EMPLOYEE RETENTION</b>	<b>Human Resources Manual</b>
<b>Performance Management System</b>	<b>Section 316</b>

## PROVISIONS

### 17. **General**

18. Compliance with the Performance Management System is mandatory for all employees and supervisors. Failure to comply with this directive may result in disciplinary action, up to and including dismissal.
19. Senior Managers are responsible for ensuring that all their employees receive Performance Reviews in accordance with this directive. Failure to ensure Performance Reviews are being completed may result in the withholding of a Senior Manager's annual bonus.
20. Performance Management will be facilitated by an employee's direct supervisor.
21. Administration of the Performance Management System will coincide with the fiscal year. All final performance reviews must be submitted to the departmental HR Coordinator, or designate, before the end of April of every year.
22. This Directive forms part of the Government of Nunavut's Performance Management System and the steps herein are not exhaustive. It must be read in conjunction with the Performance Management Guidelines Handbook.
23. The Performance Management Cycle for the GN has three interrelated phases: planning, coaching, and review.
24. **Phase One – Planning**
25. The planning phase in the performance management system will involve the supervisor clearly defining to the employee, the employee's areas of responsibility and expected performance for each in terms of work objectives and standards. Responsibility areas of the position will be identified utilizing the employee's job description.


 <b>EMPLOYEE RETENTION</b>	<b>Human Resources Manual</b>
<b>Performance Management System</b>	<b>Section 316</b>

26. The performance plan will be developed using the following steps:

- (1) Performance objectives or standards will be developed for each responsibility area identified.
  - Objectives and standards must be clearly stated, identify the tasks that will accomplish the objective/standard, specify expected results, and identify timelines for achievement and anticipated obstacles.
- (2) Once objectives and standards have been set, the training and development plan must be developed. The creation of the training and development plan completes the planning phase of the performance management system.
- (3) Development of the training and development plan requires objectives to be set for the employee that are unique to the employee and the current review period. Objectives are to be broken down into two areas, required training for the current planning period, and career development training.
- (4) It is essential that performance objectives and standards as well as the Performance Plan are created in collaboration with the employee and are clearly communicated at the beginning of the review period.

27. **Employees on Probation**

- Indeterminate, term, and casual employees new to a department, agency or division must have a performance plan within three months of beginning employment in a position. For employees on probation, a follow up meeting must occur at the midpoint of the probationary period between the development of the performance plan and the end of the probationary period. For employees with a six month probationary period there will be no mid-point follow up meeting.
- Supervisors must outline the performance plan on the Probationary Performance Review Form.

 <b>EMPLOYEE RETENTION</b>	<b>Human Resources Manual</b>
<b>Performance Management System</b>	<b>Section 316</b>


- A performance review must be completed at the end of the probationary period.
- For employees who are still in their probationary period on March 31<sup>st</sup>, an up-to-date copy of the Probationary Performance Review Form must still be submitted to the departmental HR Coordinator, or designate, before the end of April, covering the period from the employee's date of hire to the end of March.

**28. Phase 2 – Coaching**


29. Coaching is utilized to provide ongoing support to employees throughout the performance period and to help employees successfully achieve the objectives and standards set in their performance plan. Coaching allows for feedback to be provided and allows for performance issues to be identified.
30. Coaching requires the supervisor observe and document behaviours throughout the performance period. Established performance standards and objectives provide the basis for evaluation. It is important for observations to be documented in order to ensure evaluations are accurate and complete.

**31. Phase 3 – Review**

32. Review is the final phase of the performance management cycle. The performance review will summarize the employee's contributions over the entire performance period. Supervisors will use the Performance Review Form to document the employee's review.
33. Supervisors are expected to complete the Performance Review Form and provide a copy to the employee(s) receiving the review one week before the scheduled meeting. Providing the employee with the completed Review Form will allow sufficient time for review of the assessment.
34. Prior to the review meeting, employees shall also be given an explanation of the process which will be used for the review.
35. Employees must review the Performance Review Form and add in their comments concerning the Supervisor's ratings and observations.

 <b>EMPLOYEE RETENTION</b>	
<b>Performance Management System</b>	<b>Human Resources Manual Section 316</b>

36. Employee performance will be rated on the designated rating scale. Supervisors are required to refer to the scale when assigning a rating to each performance review factor. Each reviewed factor will be rated on a scale of 1 – 5 or N for non-applicable.
37. Each Performance Review is divided into 13 areas of evaluation that are referred to as factors. These factors will be used to evaluate employee performance. Factors are further broken down into sub-factors that further describe the desired expectations within the factor.
38. When conducting the Performance Review, supervisors are required to refer to their Performance Management Guidelines Handbook in order to familiarize themselves with common rating errors in order to ensure these errors do not affect the review.
39. Employees shall be given an opportunity to state their career development goals. Every effort shall be made to develop employees' career potential.
40. Once the performance review is completed the supervisor is required to provide a copy of the review to their next level manager for approval. Reviews are submitted to next level managers to ensure:
  - That performance reviews are conducted fairly and accurately and that standards are consistently applied across the department.
  - Established goals are set in accordance with the broader objectives of the division.
41. Next level managers are required to discuss any significant areas of disagreement with the immediate supervisor and provide them with the opportunity to defend the performance review.
42. Employees and supervisors are both required to sign their performance review to indicate that its contents have been read and understood. A copy of the review will be kept on the employee's personnel file. A signed copy will also be provided to the employee.

 <b>EMPLOYEE RETENTION</b>	<b>Human Resources Manual</b>
<b>Performance Management System</b>	<b>Section 316</b>

43. Employee performance review documents are considered strictly confidential. Contents of the review and any discussions or meetings pertaining to the review are not to be shared beyond the employee, the immediate supervisor, the next level manager and human resources staff except where explicit consent has been given by the employee.

**Audit**

44. Supervisors must forward completed performance reviews to their departmental HR Coordinator, or designate before the end of April of every year.
45. The departmental HR Coordinator, or designate will ensure a copy of the performance review is placed in the employee’s personnel file.
46. The departmental HR Coordinator, or designate, will prepare an audit report that includes all department employee names and verification of whether or not they received a completed performance review for each employee.
47. An audit report will be submitted to the deputy head of the department by the end of April of every year.

**RESOURCES**

48. Please refer to the attached forms provided by GN to facilitate the performance management process.

Performance Management Guidelines Handbook

Objectives and Standards Setting Form


Training and Development Plan

Senior Managers Performance Review Form

Performance Review Form

Probationary Performance Review Form – Six months



	
<b>EMPLOYEE RETENTION Performance Management System</b>	<b>Human Resources Manual Section 316</b>

Probationary Performance Review Form – 12 months

**AUTHORITIES**

- 49. **Collective Agreement with the NEU**  
Article 33 – Employee Performance Review
  
- 50. **Senior Managers Handbook**  
Section 8 – Probationary Period  
Section 9 – Performance Management
  
- 51. **Excluded Employees Handbook**  
Section 8 – Probationary Period  
Section 9 – Performance Management

**CONTACTS**

- 52. For clarification or more information on this topic contact:

**Director, Employee Relations and Job Evaluation**  
 Department of Human Resources  
 Iqaluit, Nunavut  
 975-6211