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# Directive on Performance Management

## 1. Effective date

- 1.1 This directive takes effect on April 1, 2020.
- 1.2 This directive replaces the *Directive on Performance Management* dated April 1, 2014.

## 2. Authorities

- 2.1 The directive is issued pursuant to the same authorities indicated in section 2 of the *Policy on People Management*.

## 3. Objective and expected results

- 3.1 The objective indicated in section 3 of the *Policy on People Management* applies to this directive.
- 3.2 The expected results indicated in section 3 of the *Policy on People Management* apply to this directive.

## 4. Requirements

- 4.1 The head of human resources is responsible for the following:
  - 4.1.1 Administering performance and talent management programs in a fair and consistent manner in accordance with this directive and guidance from the Chief Human Resources Officer, Treasury Board of Canada Secretariat;
  - 4.1.2 Determining, in consultation with the deputy head, the departmental criteria for talent management plans in accordance with the appendix to this directive;
  - 4.1.3 Establishing an organizational review panel or panels and setting the terms of reference to oversee employee performance and annually assess the quality of the organization's performance and talent management programs in accordance with the appendix to this directive;
  - 4.1.4 Ensuring that managers have guidance and support to implement their department's performance and talent management programs; and
  - 4.1.5 Maintaining records on performance and talent management for all employees in accordance with the *Privacy Act*, using the system(s) prescribed by the Chief Human Resources Officer.
- 4.2 Managers are responsible for the following:
  - 4.2.1 Conducting regular formal and ongoing informal performance discussions with each employee in accordance

with each employee'\_'s language of work rights;

- 4.2.2 Establishing an annual performance agreement with each employee;
- 4.2.3 Establishing an annual learning and development plan with each employee;
- 4.2.4 Supporting employees to perform effectively;
- 4.2.5 Assessing performance and assigning performance ratings annually;
- 4.2.6 Recognizing performance, both formally and informally;
- 4.2.7 Monitoring and reporting on the probationary periods of new employees in accordance with the *Regulations Establishing Periods of Probation and Periods of Notice of Termination of Employment During Probation*;
- 4.2.8 Establishing and supporting talent management plans for employees in accordance with the appendix to this directive; and
- 4.2.9 Establishing and implementing a performance improvement plan for employees whose performance is unsatisfactory, in accordance with the appendix to this directive.

- 4.3 Employees are responsible for actively participating in their organization's performance management program in accordance with the appendix to this directive.

## 5. Roles of other government organizations

- 5.1 The roles of other government organizations in relation to this directive are described in section 5 of the *Policy on People Management*.

## 6. Application

- 6.1 This directive applies to the persons and organizations listed in section 6 of the *Policy on People Management*.

## 7. References

### 7.1 Legislation

- *Employment Equity Act*
- *Federal Public Sector Labour Relations Act*
- *Financial Administration Act*
- *Official Languages Act*
- *Privacy Act*
- *Public Service Employment Act*
- *Regulations Establishing Periods of Probation and Periods of Notice of Termination of Employment During Probation*

### 7.2 Related policy instruments

- *Directive on Information Management Roles and Responsibilities*
- *Directive on Recordkeeping*
- *Policy on Information Management*
- *Policy on Official Languages*

### 7.3 Other

- Collective agreements
- *Guidelines for Termination or Demotion for Unsatisfactory Performance; Termination or Demotion for Reasons Other than Breaches of Discipline or Misconduct; and Termination of Employment During Probation*

## 8. Enquiries

- 8.1 For interpretation of any aspect of this directive, contact Treasury Board of Canada Secretariat Public Enquiries.
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## Appendix: Standard on Performance Management

### A.1 Effective date

- A.1.1 This standard takes effect on April 1, 2020.

### A.2 Standards

- A.2.1 This standard provides details on the requirements set out in section 4 of the *Directive on Performance Management*.

- A.2.2 Standards are as follows:

#### **Performance agreement**

- A.2.2.1 Performance agreements must include:

- A.2.2.1.1 Clear and measurable work objectives, with associated performance measures, that are linked to the priorities of the organization and of the Government of Canada;
- A.2.2.1.2 Observable and measurable expected behaviours;
- A.2.2.1.3 A learning and development plan; and
- A.2.2.1.4 Sign-off by the manager and employee acknowledging that the content of the performance agreement has been discussed.

### **Mid-year review**

A.2.2.2 A mid year performance review must include:

- A.2.2.2.1 A review of progress against established work objectives;
- A.2.2.2.2 A review of whether the employee is demonstrating the expected behaviours;
- A.2.2.2.3 A review of learning and development needs and activities;
- A.2.2.2.4 Amendments to the performance agreement and learning and development plan, as required; and

- A.2.2.2.5 Sign-off by the manager and employee acknowledging that the content of the mid year review has been discussed.

## **Performance assessment**

- A.2.2.3 The performance assessment must include:

- A.2.2.3.1 A narrative assessment of performance that supports the assigned performance rating(s); and
- A.2.2.3.2 Sign-off by the manager and employee acknowledging that the content of the performance assessment has been discussed.

## **Learning and development plan**

- A.2.2.4 A learning and development plan must be developed for each employee and include:

- A.2.2.4.1 Employee career goals and aspirations; and
- A.2.2.4.2 Planned activities that support the achievement of the employee's established work objectives, expected behaviours and continuous development.

## **Talent management**

- A.2.2.5 A talent management plan must be initiated when:
  - A.2.2.5.1 Prescribed by the organization's performance and talent management program;
  - A.2.2.5.2 Prescribed for the functional community to which the employee belongs;
  - A.2.2.5.3 Required to support ongoing high performance; and
  - A.2.2.5.4 Mutually agreed upon by the manager and employee.
- A.2.2.6 A talent management plan must identify the:
  - A.2.2.6.1 Employee's career goals and aspirations;
  - A.2.2.6.2 Employee's strengths and areas for development;
  - A.2.2.6.3 Activities to support the continued development of the employee; and
  - A.2.2.6.4 A timeline and milestones against which to measure the employee's progress.

## **Performance improvement plan**



A.2.2.7 A performance improvement plan must be initiated when:

A.2.2.7.1 Employee performance does not meet expectations; or

A.2.2.7.2 Any time the manager determines that a performance issue needs to be documented.

A.2.2.8 A performance improvement plan must include:

A.2.2.8.1 Specific areas for improvement;

A.2.2.8.2 Actions that will be taken by the employee to address the identified areas needing improvement;

A.2.2.8.3 Description of the support that will be provided by the manager to the employee to improve performance; and

A.2.2.8.4 A timeline and milestones against which to measure the employee's progress.

### **Departmental review panels**

A.2.2.9 Departmental review panels will undertake the following:

- A.2.2.9.1 Ensuring that performance and talent management initiatives in the organization are conducted fairly and consistently;
- A.2.2.9.2 At least annually, reviewing data on the organization's management of performance and talent, including progress made against individual action plans for improvement;
- A.2.2.9.3 Making recommendations to recognize exceptional performance, as applicable, in accordance with the organizational recognition program; and
- A.2.2.9.4 Making recommendations to the deputy head and head of human resources to improve the organization's performance and talent management programs, as appropriate.

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