

# Performance Management

## What is Performance Management?

Performance management is the ongoing communication process between a manager and an employee. It includes:

- Identifying and describing work assignments / expectations;
- Establishing performance commitments and measures;
- Giving, receiving, and documenting on an ongoing basis constructive feedback on the performance plan;
- Discussing performance development needs identified by the employee or the manager;
- Assessing the relevance of the performance plan to the employee's career goals;
- Writing and communicating constructive performance evaluations; and
- Planning and supporting relevant learning, developmental, and other related career opportunities to sustain, improve or build on employee work performance.

## What is the Performance Development Plan (PDP)?

The Performance Development Plan (PDP) is an Employer tool to document performance commitments. The intent of the PDP is for the manager and the employee to work together on an ongoing basis to:

- Achieve optimum and measurable performance;
- Meet operations plans and commitments; and
- Facilitate continuous learning and ensure service improvements.

## What are my Responsibilities?

As an employee, you have these responsibilities:

- Develop a PDP in consultation with your manager;
- Understand your specific duties, responsibilities, and accountabilities;
- Understand what performance expectations have been established by your manager;
- Identify your performance development needs to your manager;
- Take proactive personal responsibility for your career to ensure ongoing development and career management;
- Sign your PDP after you have reviewed it. Signing a PDP does not mean that you agree with your manager's comments or assessments. It only indicates that you have been given a chance to review it; and
- Conduct yourself in accordance with your oaths of office and allegiance.

## What are my Manager's Responsibilities?

Managers have these responsibilities:

- Assist you in developing a PDP;
- Establish specific work assignments and clearly explain your duties and accountabilities;
- Set clear and appropriate performance expectations and ensure you have access to tools that will help you understand the performance expectations;
- Coach you in identifying performance barriers, explore appropriateness of your preferred solutions to identified barriers, and implement appropriate solutions;
- Ensure PDP is linked to operational goals;
- Identify the link between the existing PDP and any temporary work assignments;
- Evaluate performance on an ongoing basis, and provide constructive feedback and support to improve performance;
- Assess how well you meet expectations that are consistent with the job description and performance commitments;
- Facilitate access to learning activities identified in performance plans;
- Apply corrective intervention as appropriate;
- Conduct periodic performance review meetings;
- Complete the annual employee performance evaluation and determine the appropriate consequences;
- Complete the performance evaluation before awarding merit increases; and
- Document and maintain appropriate records, including ensuring timely and accurate documentation of the PDP.

## What are my Rights?

You have the right to be made aware of concerns relating to work performance within a reasonable time under Article 21.2.2 of the AMAPCEO OPS Collective Agreement.

- If you are invited to a meeting or a formal counseling session with regards to unsatisfactory performance or discipline, you have the right to be accompanied by an AMAPCEO [Workplace Representative](#).
- You have the right to include your own comments at the end of the PDP and/or attach an additional sheet if the space provided isn't sufficient.
- You have the right to initiate an informal dispute, with the assistance of an AMAPCEO [Workplace Representative](#), if you don't agree with your manager's assessments, comments or any disciplinary action the Employer takes based on your performance.

## Questions?

If you have any questions regarding performance management, please contact a [Workplace Representative](#). A complete list of Workplace Representatives can be found on the AMAPCEO Website at [www.amapceo.on.ca](http://www.amapceo.on.ca). Keep in mind that you are not restricted to a Workplace Representative in your particular ministry.