



**SENIOR MANAGEMENT GROUP  
PERFORMANCE MANAGEMENT  
OPERATING POLICY**

**Public Service Commission**

**April 2009**

# SENIOR MANAGEMENT GROUP PERFORMANCE MANAGEMENT OPERATING POLICY

## 1. PRINCIPLES:

- Performance Management is a component of the Talent Management Framework.
- Performance management supports and reinforces the achievement of business results by engaging senior managers in clarifying accountabilities, creating personal performance and learning plans, and realizing performance commitments in a dynamic work environment.
- Individual performance commitments, documented in a performance plan, are aligned with ministry results-based plans and performance measures to achieve government priorities and strategies.
- Performance management reflects and reinforces the values of the Ontario Public Service (OPS) including trust, fairness, diversity, excellence, creativity, collaboration, efficiency and responsiveness.
- Fair and achievable performance commitments, standards, measures and indicators, established in a performance plan, promote high performance.
- Public servants are expected to attain superior levels of performance. Achievement of established performance commitments and targets is reinforced through recognition and reward incentives. Non performance and under-achievement are addressed with timely feedback, performance improvement strategies, appropriate supports and corresponding consequences.
- Performance management provides a consistent and continuous approach to measurement across the leadership group and aligns with executive education, learning and development and compensation and reward initiatives.
- Performance management maximizes individual contributions to organizational results by capitalizing on senior managers' strengths, while providing opportunities to enhance areas for development.
- The performance plan is a "living" document with key commitments updated throughout the year as priorities change.
- Performance plans will be easy to understand and administer and provide the flexibility essential to the various businesses of the OPS.

## 2. MANDATORY REQUIREMENTS:

- Performance plans, which include a learning plan, must be established in the Talent Management system within 60 days of a new performance year (i.e., by May 31<sup>st</sup>) and within 60 days of assignment to a new position during the performance year.
  - Senior managers with a rating of “Requires Significant Performance Management” in the preceding performance year, and remaining in the same position, must also have a performance improvement plan established in the Talent Management system within 30 days of receiving the approved performance rating.
- Key performance commitments in the performance plan must be aligned with, and contribute to, ministry results-based plans and priorities.
- Performance standards, measures and indicators must be established in the performance plan.
- Performance commitments and measures must be set at a level which reflects the high level of performance expected.
- The performance plan must be reviewed formally at the mid-year point; and for less than full-year assignments, at the mid-term point. During the course of the performance year, the performance plan may be reviewed both formally and informally, and must be updated or revised to reflect changing circumstances and priorities.
- The performance plan must be reviewed formally for each assignment of three months or more at the end of the assignment period or at the end of the performance year, whichever date is earlier.
  - Note: The SMG Compensation Program requires a completed performance plan and end of assignment/performance year review for each assignment of three months or more in order for a senior manager to be eligible for an incentive award.

## 3. SCOPE:

All policies apply to regular, fixed-term and term classified fixed-term public servants in ministries and Commission public bodies appointed under the *Public Service of Ontario Act, 2006* and occupying permanent, regular part time (RPT) or temporary positions/assignments in all classes under the Senior Management Group Compensation Plan (SMG 1-4, ITX 1-4 and OPP1).

These policies do not apply to executives appointed by Order in Council to Commission public bodies, or to Crown employees in Commission public bodies, who are not regular public servants, unless specified in:

- a) the Order in Council appointment, or
- b) other authorized agreement, reviewed by the Public Service Commission.

#### 4. RESPONSIBILITIES:

The **Secretary of the Cabinet** is responsible for:

- communicating key corporate priorities to deputy ministers
- approving the recommended performance ratings for all senior managers from all ministries and Commission public bodies

The **Executive Development Committee** is responsible for:

- approving changes to the performance management program and any related policies

**Deputy Ministers** are responsible for:

- ensuring that key corporate and ministry priorities are communicated to senior managers within their ministry and reflected in their performance plans
- ensuring that performance commitments and measures are set at a level which reflects the high level of performance expected
- ensuring that the performance management process is undertaken by all senior managers on an annual basis including the implementation of all learning plans
- providing the Centre for Leadership and Learning (CFLL) with the recommended annual performance ratings for the annual approval process

The **Centre for Leadership and Learning, Executive Programs and Services Branch** is responsible for:

- providing instructions to ministries for the annual performance management program
- recommending changes to the performance management policies and processes

**Ministry Human Resources** are responsible for:

- providing advice and guidance to the deputy minister and senior managers with respect to the administration of performance management, including:
  - performance plan requirements and timelines
  - the development of performance commitments and measures
  - learning plans and performance improvement plans
  - performance feedback and coaching to improve performance
  - the completion of performance reviews
- ensuring timely entry of key business priorities into the Talent Management system, in accordance with the timelines set annually by the CFLL

#### 4. RESPONSIBILITIES (continued):

**Human Resources Regional Service Delivery Centres** are responsible for:

- responding to inquiries regarding performance management requirements and timelines
- coaching managers on how to improve employee performance and how to provide feedback to employees

**Senior Managers** are responsible for:

- ensuring they and their staff clearly understand their accountabilities and performance expectations, and how key performance commitments contribute to ministry results-based plans and priorities
- establishing their own performance plan within the first 60 days of each performance year and within the first 60 days of undertaking a new assignment during the performance year
- establishing performance plans, and performance improvement plans where required, with staff in the Senior Management Group compensation plan classes who report to them
- assessing the performance of senior managers who report to them; providing performance feedback, coaching and learning supports, and addressing performance issues as appropriate; and, making recommendations regarding appropriate ratings
- completing end of assignment performance reviews with senior managers reporting to them before they move on to a new assignment position