# Performance Management during COVID-19Tips for Managers and Executives

Now is the time to ask how things are going, to practise compassion and empathy, and to gain a better understanding of your employee’s unique working situation, and specific challenges.

## Key questions to get started

* How have your work priorities shifted as a result of the pandemic?
* What could I do to support you as we continue to work remotely?
* How are you coping in balancing work and personal needs while working remotely?
* Have your career aspirations or development goals changed as a result of the pandemic?

## Tips

1. **Communicate with compassion and clarity**

Clear commitments or work objectives and ongoing feedback set employees up for success. Listen actively and allow for open exchanges throughout the discussion. Explore any needs for additional clarity and support during these circumstances.

1. **Reflect on the purpose of performance management**

Remember that the goal of performance management is to create alignment between organizational goals with commitments, work objectives and performance measures. Take the time to also identify opportunities for learning and development.

1. **Be flexible with goals**

Established commitments and work objectives may evolve and change throughout the performance cycle. Consider your employees’ ability to adapt, collaborate in a virtual team, and be resilient.

1. **Empower employees**

Encourage self-reflection by asking employees to consider whether career development goals have evolved, and what new skills or knowledge they have developed since the start of the pandemic.

1. **Support employees who need performance improvement**

If an employee has difficulty meeting their commitments or work objectives, find out why by asking what is going on with their work and how you can better support them to improve their performance. You can show empathy without lowering expectations by engaging the employee in problem-solving.

1. **Recognize hard work**

Acknowledge positive performance and achievements with timely feedback and recognition.

**Resources**

* [Performance management for employees](https://intranet.canada.ca/hr-rh/ptm-grt/pm-gr/index-eng.asp)
* [Executive and leadership development: Performance management](https://www.gcpedia.gc.ca/wiki/Executive_Management_and_Leadership_Development/Performance_Management)
* [Learning path for managers and supervisors of students working in a virtual environment during COVID-19 pandemic](https://www.csps-efpc.gc.ca/mngr/mngr-students-eng.aspx)
* [Resources and information to support employees while working remotely](https://www.canada.ca/en/government/publicservice/covid-19/working-remotely.html)
* [Orientation package to support the easing of restrictions at federal worksites](https://www.csps-efpc.gc.ca/Tools/jobaids/orientation-package-eng.aspx)
* [Renewed guidance for equipping employees working remotely](https://canada-preview.adobecqms.net/en/government/publicservice/covid-19/easing-restrictions/departmental-guidebook/renewed-guidance-equipping-employees-working-remotely.html)
* [Guidance for managers on the Duty to Accommodate during the COVID-19 pandemic](https://canada-preview.adobecqms.net/en/government/publicservice/covid-19/easing-restrictions/departmental-guidebook/guidance-managers-duty-accommodate.html)
* [Resources and information for supporting employees and teams with their mental health during COVID-19](https://www.canada.ca/en/government/publicservice/covid-19/lead-empathy.html)
* [Mental health job aids for managers](https://www.csps-efpc.gc.ca/Tools/jobaids-eng.aspx)
* [Mental health and COVID-19: FAQ for managers](https://gcconnex.gc.ca/file/view/62549495/mental-health-and-covid-19-faq-for-managers?language=en)
* [Employee Assistance Program](https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/employee-assistance-program.html)