



Performance Management Program Frequently Asked Questions (FAQ)

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Answers

Directive on Performance Management

1. What is the Directive on Performance Management?

The [*Directive on Performance Management*](#) requires performance management activities for all employees in the core public administration. The intent is to help make the federal public service a 21st century institution that responds to the evolving needs of Canadians, conducts the government's business efficiently and effectively, and is accountable for results. The directive provides the foundation for a fair, equitable, consistent and rigorous approach to performance management across the core public administration. It recognizes that employees cannot develop their skills and competencies unless they know how they are doing and where they need to improve. [Source TBS]

2. Which employees are subject to the directive?

The [*Directive on Performance Management*](#) applies to all employees in departments and agencies of the core public administration, as listed in Schedules I and IV of the [*Financial Administration Act*](#), unless excluded by specific acts, regulations or orders-in-council, **with the following exceptions:** [Source TBS]

- A person occupying an EX or LC position;
- A person not ordinarily required to work more than one third of the normal period for persons doing similar work;
- Military personnel of National Defense or members of the Special Constable program of the Royal Canadian Mounted Police;
- A person employed on a casual basis;
- A person employed on a term or seasonal basis for three months or less;
- A person employed under a program designated by the employer as a student employment program; and
- Contract or agency personnel or volunteers.

3. Are excluded and unrepresented employees subject to the directive?

Yes, the standard Public Service Performance Agreement is to be used to establish performance expectations for employees at the beginning of the year, and to record the results of their mid-year reviews and year-end performance assessments. Awarding of performance pay will be done using the ratings that are recorded in the Public Service Performance Agreement. [Source TBS]

Review Panels

4. What is the purpose of review panels?

[Review panels](#) have a strategic role in departmental performance management programs. They are to ensure that the directive is being implemented consistently and fairly, and that its requirements are met within the department or agency.

Privacy

5. Is my consent required for anyone other than my manager/supervisor to see my past or current performance agreements?

Employee consent is not required if the information is accessed and used for either of the following:

- The purpose for which it was collected; or
- A consistent use such as support decisions regarding promotion, transfer, demotion, employee assistance, discipline and termination of employment.

For further information, see the [purpose of collection in "Performance Management Reviews" of Personal information Bank PSE 912](#).

Recordkeeping

6. Where are the performance agreements recorded and why do I need a myKEY?

The performance agreements (PA) are recorded in the Public Service Performance Management Application (PSPM App). You need to obtain a **myKEY** in order to be able to use the PSPM App. All users will access the PSPM App from the TBS portal. A **myKEY** password is required to log on to the portal. This is the same **myKEY** used for other Government of Canada applications such as Compensation Web Applications. More information on **myKEY** is available from [Shared Services Canada](#).

Performance Management Cycle

7. What is the performance management cycle?

Performance management is a continual process. Regular feedback and support is provided to employees as part of an ongoing dialogue about work performance between managers/supervisors and their direct reports. For additional information, please refer to the [performance management process](#).

8. How do we establish PAs when employees join the organization during the performance cycle?

An employee who moves from within the same organization or from another department in the core public administration will have had a previous manager/supervisor who has completed the employee's PA to the point of his/her transfer. The new manager will assume responsibility for that PA from the date of the transfer onward, adjusting it as required. To assess the employee's performance at mid-year or year-end, the new manager/supervisor should consult with the employee's previous manager/supervisor when such input is required. New employees from outside the public service have no pre-existing PA. When they are appointed, a PA must be created for them as soon as possible, including work objectives and a learning and development plan. This PA is used to monitor new employees during their [probation period](#).

Managing Employees on Probation

9. What is the duration of a probation period? Does it depend on the collective agreement of certain groups?

The probationary period is ordinarily one year but there are some exceptions, which are indicated in the TBS [Regulations' Schedule](#).

10. Can a probation period be extended?

A probationary period cannot be extended and there is only one probationary period upon initial appointment to the Federal Public Service. However, the probationary period does not include any period of time for the following instances, as indicated below:

- 1) The probationary period does not include any period:
 - (a) Of leave without pay;
 - (b) Of full-time language training;
 - (c) Of leave with pay of more than 30 consecutive days; or
 - (d) During which a seasonal employee is not required to perform the duties of the position because of the seasonal nature of the duties.
- 2) The probationary period for an employee who is disabled and requires job accommodation begins on the day on which the necessary accommodation is made.

Work Objectives, Competencies and Ratings

11. What are work objectives?

[Work objectives](#) constitute a mutually understood agreement about specific work outcomes that the employee is expected to achieve during the performance management cycle. Work objectives are not a list of all the activities and responsibilities of the employees' job, but rather a direct link between the work the employee performs and the organization's business plan and department's strategic priorities.

12. What are core competencies?

In general, [core competencies](#) are behaviours or actions that the person holding a position must execute properly. They are organization-specific and have sets of [behavioural indicators](#) associated with them. Core competencies are essential for all employees of an organization, regardless of level or occupation.

13. Why is it important to assign ratings to work objectives and core competencies?

Competencies communicate what is important to the organization and drive performance in desired areas. In performance management, competencies make explicit that **how** work gets done is just as important as **what** work gets done. An employee may meet his or her work objectives, but if in doing so he or she breaches the [Values and Ethics Code for the Public Sector](#) or professional standards, alienates colleagues, or wastes public resources, problems are likely to arise that can undermine workforce productivity and damage the reputation of the federal public service.

14. Is there a common performance management rating scale used across the public service?

Yes, a common five-point [rating scale](#) is being used (with the rare exception where a collective agreement refers to a different scale, such as the collective agreement for the Law Practitioners (LPs)). The ratings help to assess the state of employee performance across the core public administration.