



Performance Management System Assessment

(Adapted from Petroleum Human Resources Council of Canada "Increasing the Talent" with permission.)

Performance management is not just for poor performers – it's for all employees. Performance management is about ensuring that your employees are applying their skills and knowledge to fulfill the purpose and goals associated with their job and, therefore, assisting the organization to meet its overall business goals. A performance management system is the process used to **plan, assess, enhance/develop and motivate** an employee to maximize their contribution in their role in the company. **Check off the activities that reflect your company's practices and also use the space below to note any relevant details.**

Plan for Performance: *The actions you take to hire and orient the "right" employee into your company will set the foundation for positive performance. Planning for performance involves supervisors/managers and employees setting performance goals on a regular basis (annually) and clearly outlining expectations and activities the employee may pursue to develop their skills and knowledge.*

- ☐ Do you create job descriptions that outline the purpose of the position and its key responsibilities, as well as how it assists the business to accomplish its goals?

• _____

- ☐ Do your job ads accurately describe the work, indicate the company culture and reflect the ideal type of employee required?

• _____

- ☐ Do you hire right the first time – finding someone with the right skills and qualifications, and potential for training?

• _____

- ☐ Does a new employee receive a detailed orientation when they begin work? Are your supervisors/managers clear and specific about job duties and performance expectations?

• _____

- ☐ Do your supervisors/managers meet with employees on an annual basis to identify 4-6 goals the employee needs/wants to achieve to enhance performance in their job or take on new responsibilities with the company?

• _____

- ☐ Are your supervisors/managers held accountable for managing the performance of their employees?

• _____

- ☐ Do your supervisors/managers have the responsibility and resources they need to effectively manage the performance of their direct reports?

• _____





Assess Performance: *Providing feedback is key. Feedback can be formal, informal, positive and constructive and is all about letting your employees know what they are doing well as well as where there is room for improvement.*

- ☐ Do your supervisors/managers check-in with employees on a regular basis (quarterly) about their performance goals to understand if additional support is required?
• _____
- ☐ Do your supervisors/managers gather feedback from co-workers, customers and others about an employee in efforts to provide him/her with current and specific observations about their work?
• _____
- ☐ Do your supervisors/managers talk with employees immediately when there is a performance problem?
• _____
- ☐ Do your supervisors/managers provide employees with verbal and/or written recognition when they have done a good job or accomplished a task particularly well?
• _____

Enhance/Develop Performance: *The purpose of development is to provide the support required for an employee's performance goals, which tend to focus on enhancing existing job skills and expanding capability so that they may take on new responsibilities or address performance concerns. Performance development is the responsibility of both the employee and the employer.*

- ☐ Have you implemented an employee personal development plan for your workers?
• _____
- ☐ Do your supervisors/managers coach employees and develop action plans with measurable results and deadlines to deal with performance issues?
• _____
- ☐ Are your workers aware of development opportunities within your company?
• _____
- ☐ Do you consider a broad range of methods to develop your employees including:
 - ☐ Formal training?
 - ☐ Mentoring (pairing employee with a more experienced employee for the purpose of developing new skills and knowledge)?



- ☐ Promoting employees into a new position with greater responsibilities?
- ☐ Lateral moves into a position that requires a different set of skills but same level of responsibility?
- ☐ Addition of responsibilities to a current role?
- ☐ Cross-training (working in another position for a certain period of time)?
- ☐ Rotate responsibilities/assignments between employees (i.e.: conducting safety meetings)?
- ☐ Special projects?
- ☐ Tuition reimbursement?
- ☐ Certification in competency-based program (could be in-house; or see Petroleum Competency Program)?

Motivate Performance: *Recognizing special achievements and accomplishments are important, but so is acknowledging your workers' day-to-day efforts and contributions.*

- ☐ Is your compensation and benefits program transparent and fair?
 - _____
- ☐ Are your employees adequately compensated for their work?
 - _____
- ☐ Do you have an employee recognition program that formally recognizes employee contribution to the company?
 - _____
- ☐ Do your supervisors/managers have the responsibility and resources they need to effectively recognize their direct reports?
 - _____



Recognition doesn't have to be expensive – it really is the sincere appreciation that counts!

- ☐ Thank-you card with a personalized message about the impact of their contribution.
- ☐ Time off to volunteer with their favourite charity.
- ☐ Lunch or coffee.
- ☐ Acknowledge contribution during staff and/or safety meeting.
- ☐ Tickets to a sports, theatre, or cultural event.
- ☐ Gift certificate that acknowledges a special personal interest, hobby or talent.
- ☐ Flowers.
- ☐ Small donation to a favourite charity.
- ☐ Gift certificate for a family oriented activity or activity of personal interest.
- ☐ Use of a special parking spot.