





# **Performance Management Fundamentals for non- profit organizations**



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# Agenda

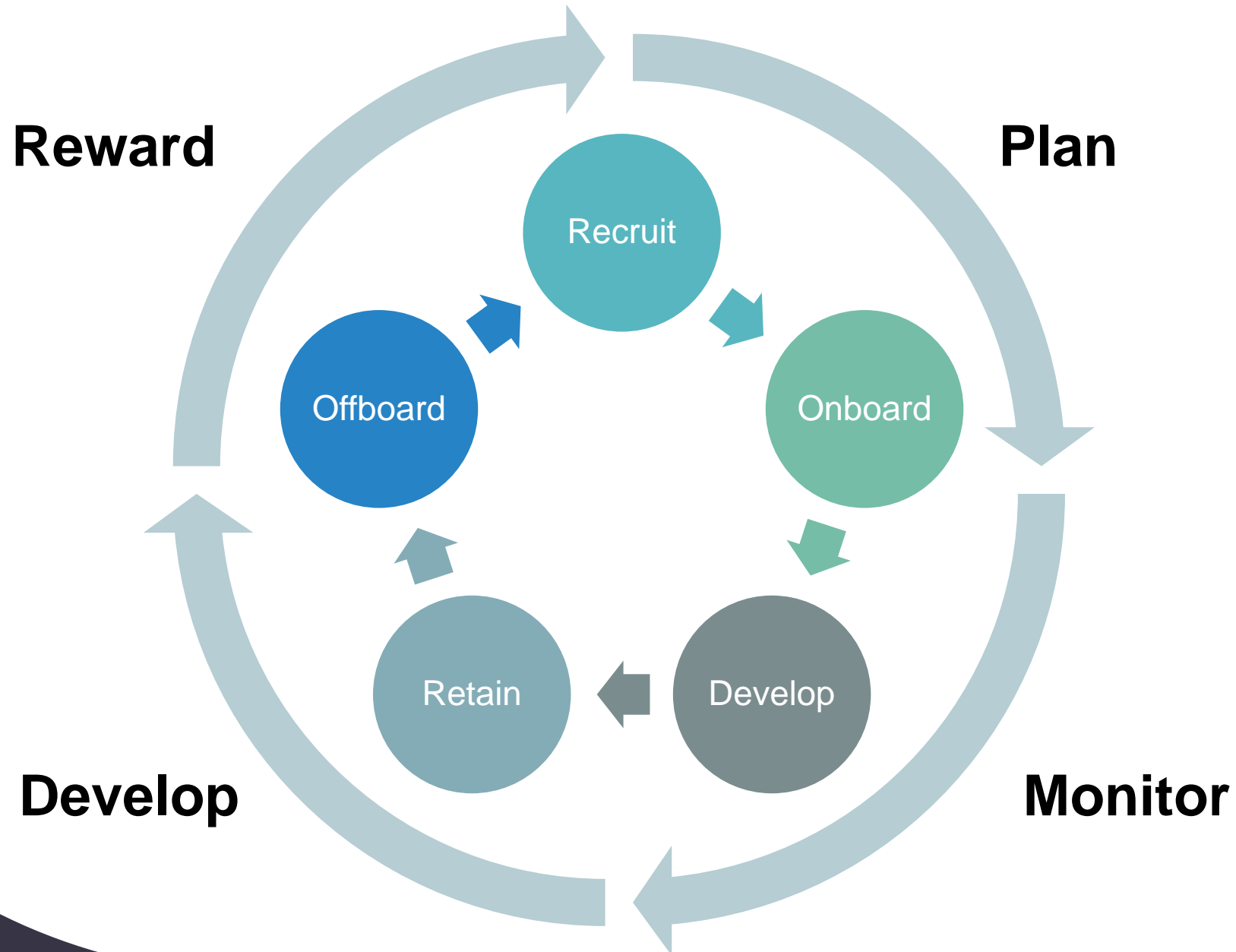
- What is Performance Management?
- Performance Management through the Employee Life Cycle
- Supporting Employee Performance
- Performance Management During a Pandemic
- Q & A



# Performance Management

What is?	What is not?
<ul style="list-style-type: none"><li>• Essential job functions</li><li>• Aimed at developing individual</li><li>• Targeted and intentional</li><li>• Sustaining, improving, or building on existing performance</li><li>• Sets clear measures</li><li>• Identify barriers and remove them</li></ul>	<ul style="list-style-type: none"><li>• Done once a year</li><li>• Not aimed at improving ALL skills</li><li>• One-sided process</li><li>• Forcing unrealistic expectations</li><li>• Used only in poor performance</li><li>• A filled-out form (performance appraisal)</li></ul>

# Cycle



# Onboard

## Orientation

- Competencies
- Expectations
- Values
- Behavioural norms

## Probation

- On the job assessment
- Perm appointment
- Timely feedback
- Identify gaps

# Develop/Retain

## Understanding Behaviour

1. Diagnosing performance deficiencies
2. Where do we start
3. Understanding culpable vs. non-culpable behaviour

# Culpable vs. Non-Culpable

## Culpable

- Employee is fully responsible
- Employee is fully competent
- It is a choice

**Corrective Discipline**

## Non-Culpable

- Employee not fully responsible
- Performance below min standards
- EE not in control

**Performance Improvement**

# Tools for Managing Performance

- Verbal counselling/coaching
- Formal counselling
- Performance Improvement Plans



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document!**



# Activity – Discussion

## What is going on with Janet?



# Group Discussion



- As supervisors, what suggestions might you make in response to what Janet has shared?
- What things might you do to help create an open dialogue?
- What steps might you take to get to the root cause of the problem?

# Performance Management in a Pandemic Tips

- Defining/redefining performance measure/outcomes
- Increased need to be fair, consistent, equitable and address biases
- Effective regular performance reports and conversations – tracking achievement of goals
- Focus on opportunities for improvements
- Regular and ongoing conversations around work volume, deliverables and learning opportunities

# Questions



**Thank you**

