



GLOOSCAP
First Nation

Performance Management for Senior Leadership

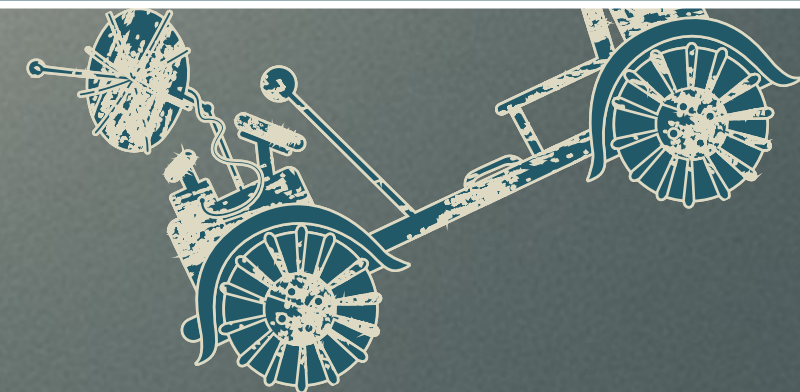
Building Accountability, Alignment & High Performance
Glooscap First Nation / Glooscap Ventures
HR & Policy Directorate
2025–2026

Why This Matters at the Senior Leadership Level

Performance management is not an HR activity — it is a leadership responsibility.

Effective performance management:

- Protects the organization legally and reputationally.
- Enables fair compensation and promotion decisions.
- Reduces grievances, conflict, and inconsistent discipline.
- Strengthens succession planning and talent retention.
- Improves service delivery to community and stakeholders.



What Performance Management Is (and Is Not)

Performance Management IS:

- Ongoing, structured, and documented.
- Aligned with organizational priorities.
- Focused on accountability and development.
- Consistent and fair across departments.

Performance Management IS NOT:

- A once-a-year form
- A disciplinary ambush
- Subjective opinion
- An HR-only process



Leadership Accountability Model

Performance management succeeds only when roles are clear.

Role	Core Accountability
Senior Leadership	Tone, consistency, resourcing, accountability
Managers	Goal-setting, feedback, documentation
HR	Framework, training, compliance, escalation

The Performance Management Cycle

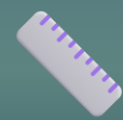
A continuous leadership process, not an event.



Strategic Goal Alignment (Leadership Focus)

 Goals align with organizational priorities.

 Job descriptions accurately reflect actual work.

 Expectations are realistic, measurable, and clear.

 Objectives are applied consistently across teams.

 Poorly aligned goals create risk, disengagement, and inequity.

What Good Goals Look Like

Effective goals are:

Specific

Measurable

Achievable

Relevant

Time-Bound

Example leadership-level goals:

- ④ Improve response time to internal requests to under 48 hours
- ④ Achieve 95% attendance at required team meetings
- ④ Reduce backlog or service delays by 50%

Feedback Is a Leadership Obligation

Senior leaders must ensure:

1



**Feedback
happens early
and often**

2



**Issues are
addressed
promptly**

3



**Employees are
not surprised
at review time**

4



**Managers are
supported to
have difficult
conversations**

Underperformance: The Leadership Lens

01



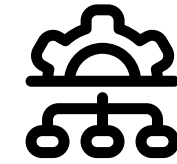
Addressed promptly and not avoided.

02



Based on objective facts and evidence, not assumptions.

03



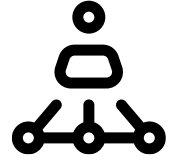
Clearly documented with specific examples.

04



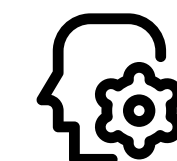
Supported with coaching, resources, or training where appropriate.

05



Managed consistently across departments and roles.

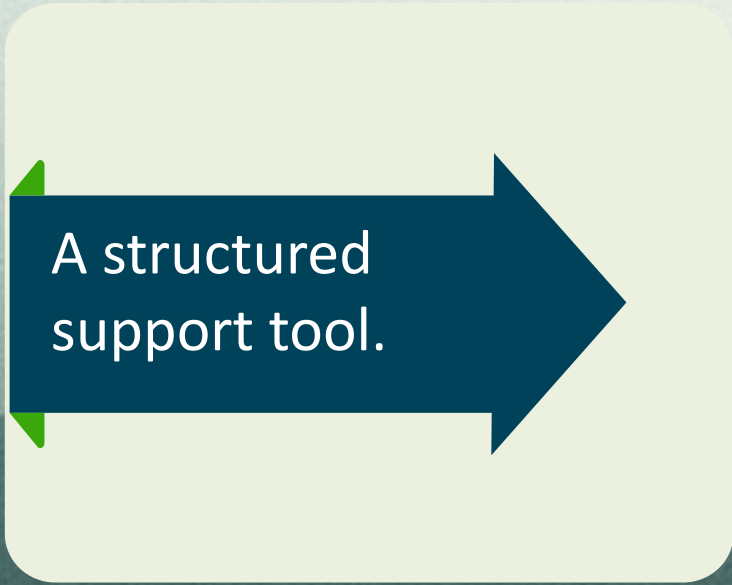
06



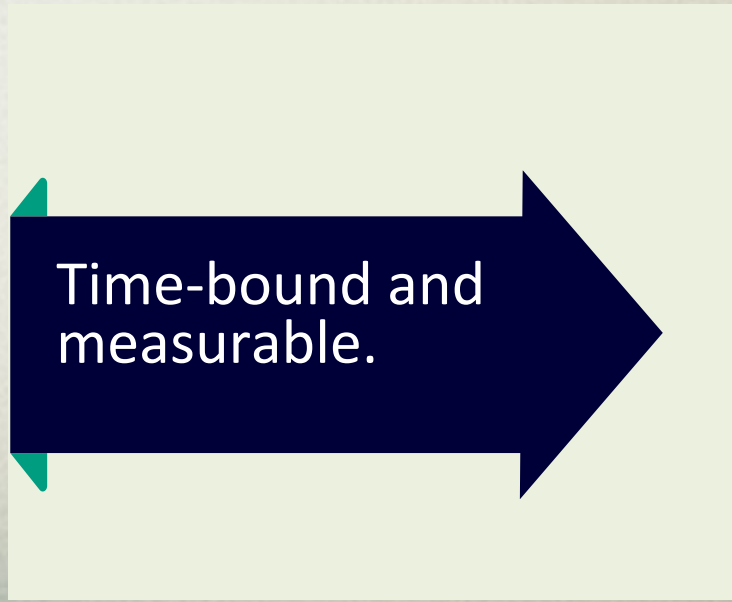
Handled in a fair, respectful, and legally defensible manner.

Performance Improvement Plans (PIPs)

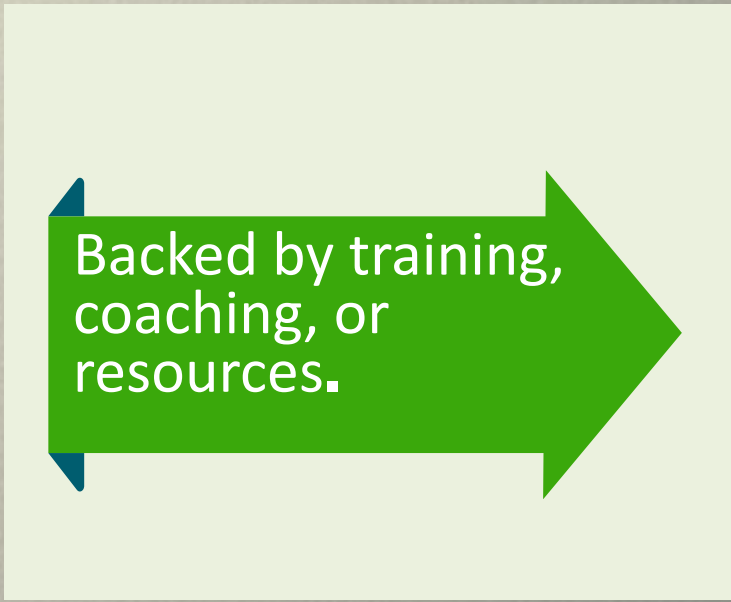
A PIP is:



A structured support tool.



Time-bound and measurable.



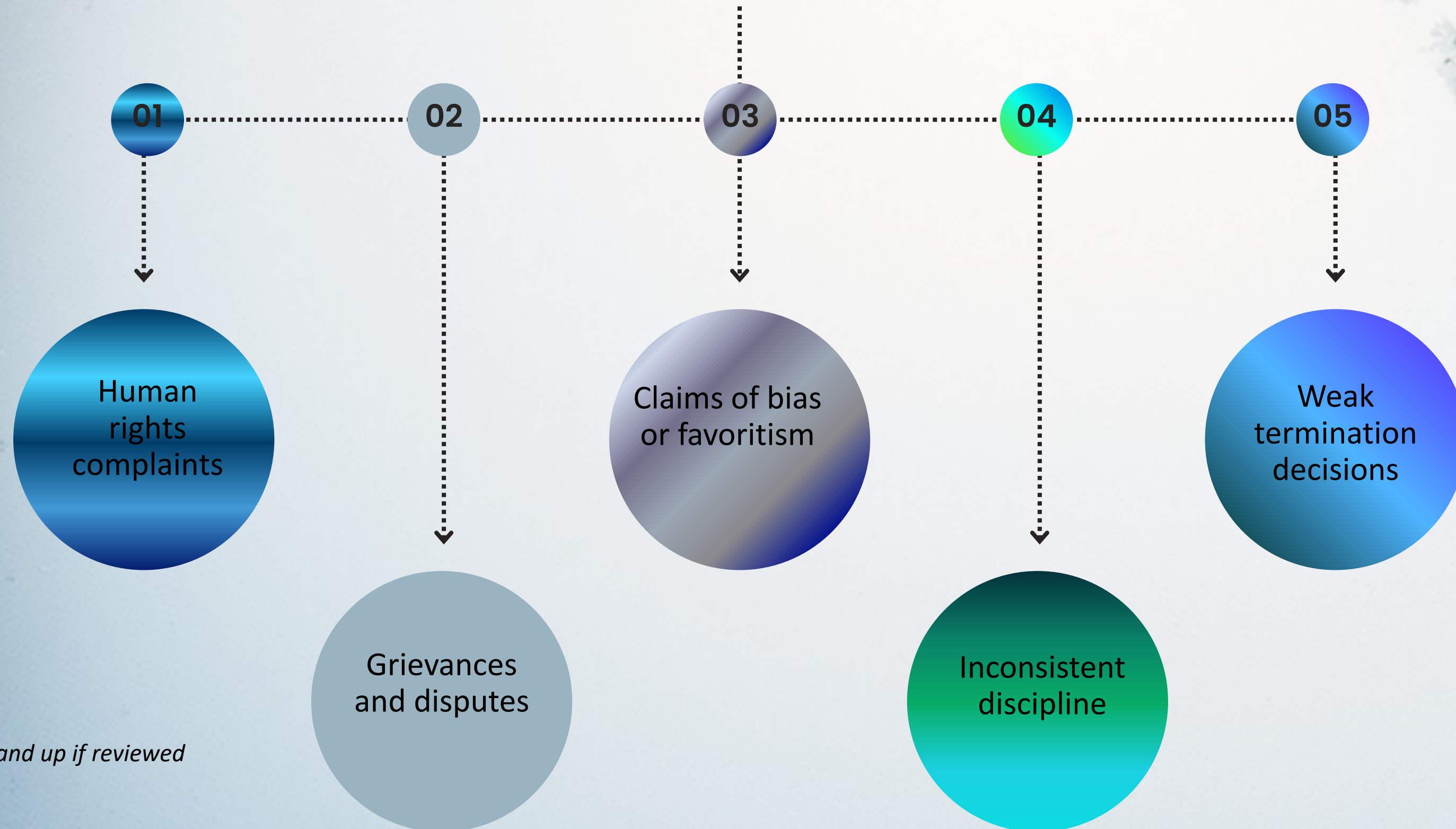
Backed by training, coaching, or resources.



A shared responsibility between manager, employee, and HR.

Performance Management as Risk Mitigation

Leadership Risk If Performance Management Is Weak:



Ask yourself:

Would this decision stand up if reviewed externally?

Bias & Fairness: Senior Leader Responsibility

Senior
leaders must
actively guard
against:

01

Halo or horns effect
(allowing one trait or
incident to influence the
full assessment)

02

Leniency or severity bias
(rating too generously or
too harshly)

03

Proximity bias (favouring
those seen more often
or working on-site).

04

Cultural or
communication bias
(misinterpreting style,
tone, or background).

05

Inconsistent application
of standards across
teams or departments.

06

Unconscious bias
influencing decisions on
ratings, discipline, or
development.

Development & Succession

Performance management should inform:

Training
investments

Succession
planning

Leadership
development

Internal
mobility

If reviews don't drive development,

the process has
failed.

What HR Will Support

HR will:

-  Provide tools, templates, and training.
-  Support difficult and sensitive performance conversations.
-  Ensure legal, policy, and regulatory compliance.
-  Escalate risks appropriately and in a timely manner.
-  Maintain consistency across departments and leadership teams.

HR is a partner — not the owner of performance.

What We Expect From Senior Leaders

Senior leaders are expected to:

- Champion performance accountability.
- Hold managers accountable for follow-through.
- Address patterns, not just individuals.
- Support fair and timely decisions.
- Model feedback-friendly leadership.



What Success Looks Like

In 12 months, success means:

- Clear expectations across teams
- Fewer performance surprises
- Stronger documentation
- Fairer decisions
- Higher engagement and trust

Closing



Performance management is how leadership shows fairness, courage, and accountability.

HR is here to support you - leadership is what makes it work.

Resources

Job Bank (Government of Canada) – Manage Employees

Employer resources on identifying training needs, assessing performance, providing feedback, and reviewing performance.

[Manage employees - Job Bank](#)

Confederacy of Mainland Mi'kmaq (CMM)

[Performance Management – How to get it right. https://cmmns.com](https://cmmns.com)