

## Performance Conversations Discussion Guide

The fundamental purpose of performance conversations is to build a relationship of mutual trust and respect between the Employee and Manager.

The Employee and Manager benefit from open and productive communication about their work together. A collaborative approach to performance conversations determines what is working well, allows for co-creating a plan for continued success, and provides an opportunity for learning and development for both the Employee and the Manager.

The Performance Conversations Form is designed to structure these conversations. Using this tool, the Employee and Manager can reflect in a focused, positive way on their shared objectives, contributions, working environment, required support, and aspirations for the future.

The Performance Conversations Form may be used to guide discussions as frequently as the Employee and Manager choose. However, due to accreditation requirements, the **Performance Conversations Form must be used to facilitate a performance discussion, signed, and submitted to the employee file once per year.**

The Performance Conversations Discussion Guide provides an explanation of the intent and suggests alternate wording for each question on the Performance Conversations Form. This information is provided to encourage meaningful, authentic dialogue. It is important to note that during the conversation both the Employee and Manager share their perspective.

Question 1	How do you help the organization reach its goals?
Intent of Question	<p>This question serves a twofold purpose. First, it invites the employee to identify the significant contributions he/she has made in the previous year in relation to the overall strategic directions and goals of the organization. Second it provides an insight into the employee's awareness of the organization's goals and how his/her work aligns with them.</p> <p>This question provides an opportunity for the manager and employee to review the strategic directions of the organization and discuss how the employee's work supports those goals. Research shows that when employees understand how their work contributes to the overall organizational goals, it fosters engagement and job satisfaction. In the recent Worklife Pulse Survey, one of the top drivers to maintain engagement is meaningful work.</p> <p>A discussion about the organizational goals provides the employee with the broader context that helps them take greater responsibility and become a more independent decision maker.</p>
Alternate Wording	<ul style="list-style-type: none"> <li>• How does your work align with the strategic directions of the organization?</li> <li>• How have you contributed to ... <i>(insert a key goal for the organization or your department)</i></li> <li>• What have you done this year to help us provide better service?</li> <li>• Thinking of your work over the last year, what has made the biggest difference to our patients/customers?</li> <li>• How do you believe you have contributed to the strategic directions of the</li> </ul>

	organization? Provide examples.
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Question 2	What part of your work are you most proud of?
Intent of Question	This question invites the employee to highlight positive contributions that give him/her a sense of personal and/or professional accomplishment. This question gives the manager insight into what is important to the employee. Examples can cover a range of accomplishments including advancing operational goals, providing excellent service, improving processes, resolving conflicts, building trusting relationships, creating a supportive environment for diversity and emotional well-being, increasing productivity, and so on.
Alternate Wording	<ul style="list-style-type: none"> <li>• What do you find meaningful in your work?</li> <li>• What do you consider to be your key accomplishments this year?</li> <li>• How do you think you have changed since our last performance conversation?</li> <li>• Thinking about the last year, describe a time(s) when you felt the most excited and engaged in your work?</li> </ul>

Question 3a	Think about your work in the past year. What helped you do a good job? (such as your skills, tools, coworkers, other things)
Intent of Question	<p>This question serves to identify the factors that enable the employee's success so the employee and manager can partner to ensure those factors are maintained and/or enhanced. By reflecting on the success factors that contributed to his/her accomplishments, the employee is empowered to capitalize on them more and may be inspired to feel gratitude for support they received.</p> <p>After the employee identifies the factors that helped them achieve results, the manager can offer his/her perspective including commenting on the employee's personal strengths and skills as applicable.</p>
Alternate Wording	<ul style="list-style-type: none"> <li>• What is it about you that you think contributed most to your success?</li> <li>• What has allowed you to do your best work? (Consider your team, circumstances, physical situation, opportunities, etc.)</li> <li>• In what ways did the organization help you achieve success? (Consider structures, systems, processes, resources, etc.)</li> <li>• What did you do that helped you improve?</li> <li>• Was there something I did that helped you be successful that I should keep doing?</li> </ul>

Question 3b	Think about your work in the past year. What made your work more difficult? (such as not having enough skills, tools, time, help, or other things)
Intent of Question	This question provides insight into where the employee is struggling and what challenges exist. The challenges may be unique to the employee or affect others as well. Identifying a challenge is the first step in addressing it. After the employee identifies the challenges he/she faced, the manager can offer his/her perspective of the challenges the employee

	<p>encountered including areas the employee needs to improve if applicable.</p> <p>This question opens the door for the employee and manager to collaborate in problem-solving. A problem-solving conversation can be a productive one that helps the employee develop related skills, while capitalizing on an opportunity to eliminate obstacles to progress, enhance the team's productivity, and improve the organization.</p>
Alternate Wording	<ul style="list-style-type: none"> <li>• What is your biggest challenge right now?</li> <li>• What area(s) are you struggling with?</li> <li>• Where in your job do you want to improve?</li> <li>• What do you wish had worked better in the last year?</li> <li>• Was there something I did or did not do that hindered your success that I should change?</li> </ul>

Question 4a	What would help you do your work even better?
Intent of Question	This question allows the employee to identify new strategies and behaviours he/she will adopt as well as additional support and resources needed. The employee can be encouraged to identify multiple options from which he/she can choose when creating an action plan for ongoing improvement. Not all ideas need to be implemented but brainstorming can generate creative and innovative options that might have been missed otherwise. After generating a suitable list the employee can select one or two ideas and commit to following through on them.
Alternate Wording	<ul style="list-style-type: none"> <li>• To become even more effective, what do you want to do more of?</li> <li>• What do you think you need to do differently?</li> <li>• What would you like to do even better than you do now?</li> <li>• If you had to pick one thing that would help you improve the most, what would that be?</li> </ul>

Question 4b	What can I do to help you with that?
Intent of Question	This question emphasizes to the employee that the manager is here to help him/her be successful. It gives the employee the opportunity to identify the support he/she would like from the manager. This support may include guidance on how to complete a task, access to information or subject matter experts, more feedback, etc. This part of the discussion emphasizes that the employee and manager are partners in the employee's success.
Alternate Wording	<ul style="list-style-type: none"> <li>• What should I keep doing, start doing, or stop doing to best help you enhance your performance?</li> <li>• How can I best support you in achieving these goals?</li> <li>• What do I need to understand about you that will help me provide you the support you need and want?</li> <li>• How much direction do you want or need to achieve these goals?</li> </ul>

Question 5	What can our team do even better?
Intent of	This question provides an opportunity for the employee to share ideas about

Question	<p>improvements for the team and his/her vision for additional contributions the unit could make. The strength of this question comes from the fact that the employees performing the work often have the best ideas on how to improve processes and services.</p> <p>The manager can offer additional context and/or information relevant to the employee's ideas to help build organizational awareness with the employee. If challenges or weaknesses are identified the employee and manager can discuss ways to address those challenges. In either instance, the manager should be clear about what he/she will do with the suggestions and follow up with the employee to let him/her know the outcome of his/her suggestions.</p>
Alternate Wording	<ul style="list-style-type: none"> <li>• As a team, what are we doing well? What are we doing not so well?</li> <li>• How can our team work together even more effectively?</li> <li>• What would you like to see our team accomplish in the coming year?</li> <li>• In what ways could our team contribute even more to the strategic direction of the organization?</li> <li>• What ideas for improvement do you have for our team?</li> </ul>

Question 5b	How can I help our team do better?
Intent of Question	<p>This question emphasizes that the manager's role is to help the team and all its members be successful. It gives the employee the opportunity to identify the support he/she believes the team would benefit from. This support may include more effective meetings, a better flow of information, team building activities, conflict resolution, etc. It is important that teams function effectively since they are fundamental in achieving our organizational goals and caring for our customers. By gathering ideas from all of the team members, a manager is better positioned to support their team.</p>
Alternate Wording	<ul style="list-style-type: none"> <li>• What should I keep doing, start doing, or stop doing to best help the team improve?</li> <li>• How can I best support the team in achieving these goals?</li> <li>• What do I need to understand about the current dynamics on the team so that I can provide the support the team needs and wants?</li> <li>• What is the one thing I can do that would be most beneficial in helping our team work together more effectively?</li> </ul>

Question 6a	What are your work goals for this year?
Intent of Question	<p>This question focuses both the employee and the manager on the future to co-create a vision of continued and/or enhanced success for the employee, team and organization. This vision is articulated as actionable goals that serve to guide contributions and inspire commitment. This question may give the manager insight into the employee's longer term career goals and where those goals align with the team and organizational priorities.</p> <p>The manager provides the information required to ensure goals are aligned with the strategic direction of the organization. The more alignment there is the more satisfaction and engagement the employee is likely to experience.</p>
Alternate	<ul style="list-style-type: none"> <li>• What would represent a "breakthrough achievement" that you would love to help make possible?</li> </ul>

Wording	<ul style="list-style-type: none"> <li>• Imagine working at your very best this coming year. What is happening that builds on this year's successes?</li> <li>• In what ways could you improve the group or organization's effectiveness?</li> <li>• What specific new objectives do you want to set to inspire your best contribution over the coming year?</li> </ul>
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Question 6b	What can you do to reach those goals?
Intent of Question	This question begins the process of creating an action plan to reach the goals. The action plan may include training or other learning activities. It is important for the employee to understand that each of us is able to accomplish new and more challenging goals through purposefully learning and practicing new skills. The manager helps the employee create and commit to a comprehensive plan.
Alternate Wording	<ul style="list-style-type: none"> <li>• What additional skills or support do you need to enable you to meet these objectives?</li> <li>• What opportunities would help you accomplish these goals and/or to continue to develop your skills?</li> <li>• What learning activities would you like to add to your professional development plan?</li> <li>• What steps can you take to accomplish these goals?</li> </ul>

Question 6c	How can I best help you reach your goals?
Intent of Question	This question gives the employee the opportunity to identify the support he/she would like from the manager. This support may include guidance on how to complete a task, access to information or subject matter experts, more feedback, etc. This part of the discussion emphasizes that the employee and manager are partners in the employee and team's success.
Alternate Wording	<ul style="list-style-type: none"> <li>• How can I best support you in achieving these goals?</li> <li>• What support do you need to achieve your goals?</li> <li>• How much direction do you want or need to achieve these goals?</li> <li>• Are there any resources you need access to that you currently don't have?</li> <li>• To accomplish these goals, what opportunities would assist?</li> </ul>

Question 7	How can we work together even better?
Intent of Question	This question opens the dialogue about how the employee and manager can best work together. It provides the employee the opportunity to describe his/her preferred work style, identify supports needed, and indicate how he/she would like to receive feedback. The question demonstrates to the employee the manager's willingness to support him/her and helps build rapport and strengthen the relationship. The manager also has the opportunity to share his/her preferred work style, identify the communication needed, and indicate how he/she would like to receive information and feedback.
Alternate Wording	<ul style="list-style-type: none"> <li>• How can we communicate more effectively with each other?</li> <li>• What do you need from me to allow you to do your job better?</li> <li>• How do you prefer to receive feedback, both positive and constructive?</li> </ul>

	<ul style="list-style-type: none"><li>• Is the amount of direction I am providing sufficient? Do you need more or less direction?</li></ul>
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## LEADS in a Caring Environment Capabilities Framework

In addition to the Southern Health-Santé Sud's Values, Vision, Mission and Board Ends, please consider the following capabilities when thinking about your performance and considering opportunities for growth and development.

### Lead Self

**Self-aware** - Aware of one's own assumptions, values, principles, strengths and limitations

**Manages self** - Take responsibility for one's own performance and health

**Develops self** - Actively seek opportunities and challenges for personal learning, character building, and growth

**Demonstrates character** - Model qualities such as honesty, integrity, resilience and confidence

### Engage Others

**Foster the development of others** - Support and challenge others to achieve professional and personal goals

**Contribute to the creation of a healthy organization** - Create an engaging environment where others have meaningful opportunities to contribute and ensure the resources are available to fulfill their expected responsibilities

**Communicate effectively** - Listen well and encourage an open exchange of information and ideas using appropriate communication media

**Build teams** - Facilitate an environment of collaboration and cooperation to achieve results

### Achieve Results

**Set direction** - Inspire vision by identifying, establishing, and communicating clear and meaningful expectations and outcomes

**Strategically align decisions with vision, values, and evidence** - Integrate organizational mission and values with reliable, valid evidence to make decisions

**Take action to implement decisions** - Act in a manner consistent with the organizational values to yield effective, efficient, public-centred service

**Assess and evaluate** - Measure and evaluate outcomes; hold themselves and others accountable for results achieved against benchmarks and correct the course as appropriate

## Develop Coalitions

**Purposefully build partnerships and networks to create results** - Create connections, trust, and shared meaning with individuals and groups

**Demonstrate a commitment to customers and service** - Facilitate collaboration, cooperation and coalitions among diverse groups and perspectives aimed at learning to improve service

**Mobilize knowledge** - Employ methods to gather intelligence, encourage open exchange of information and use quality evidence to influence action across the system

**Navigate socio-political environments** - Are politically astute; negotiate through conflict and mobilize support

## Systems Transformation

**Demonstrate systems/critical thinking** - Think analytically and conceptually, questioning and challenging the status quo, to identify issues, solve problems, and design and implement effective processes across systems and stakeholders

**Encourage and support innovation** - Create a climate of continuous improvement and creativity aimed at systemic change

**Orient themselves strategically to the future** - Scan the environment for ideas, best practices, and emerging trends that will shape the system

**Champion and orchestrate change** - Actively contribute to change processes that improve health service delivery