

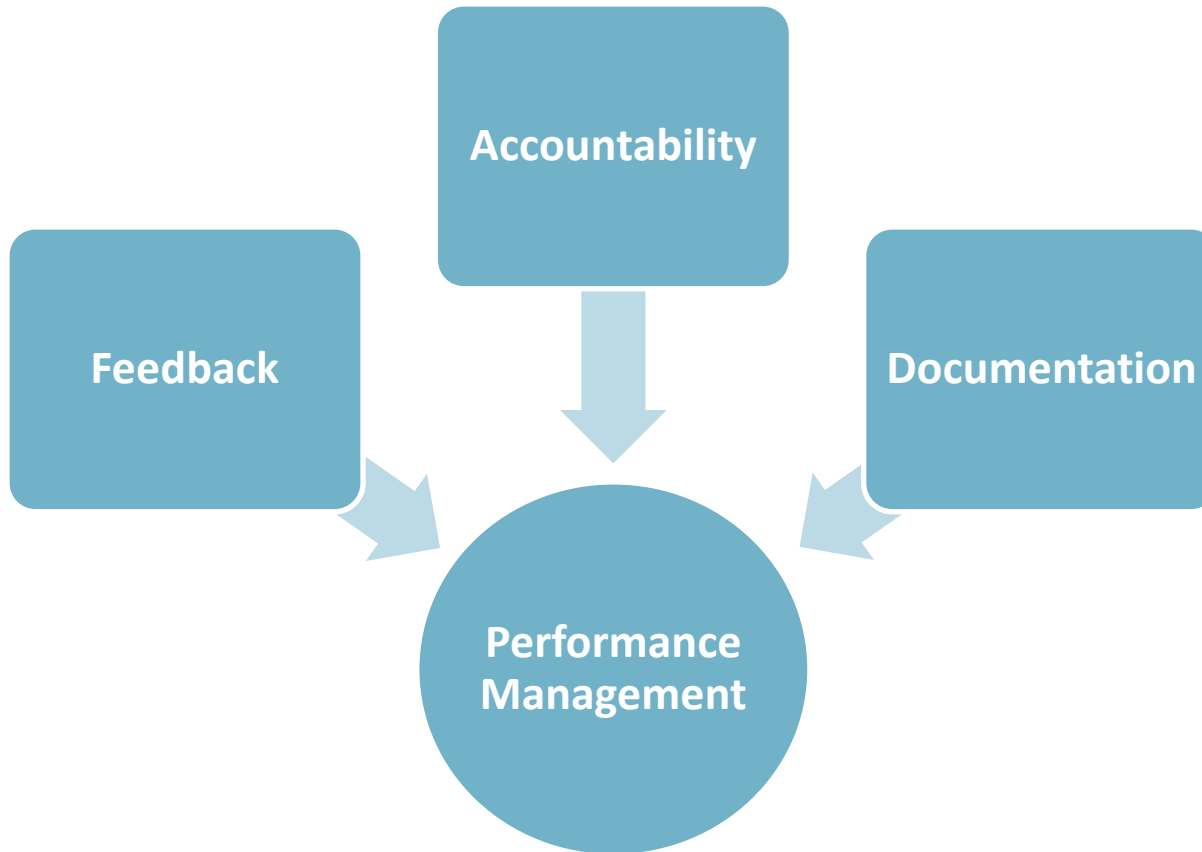
Performance Management

Labour Relations

HR Day



Performance Management Defined



Why is it important to address performance concerns?

WHY DIDN'T YOU TELL ME I
WASN'T PERFORMING WELL
20 YEARS AGO, WHEN I
COULD HAVE DONE
SOMETHING TO IMPROVE?

THAT WOULD HAVE
BEEN CRUEL.



Our Approach

Supportive measures
of correcting behaviour

Core Values



Core Values



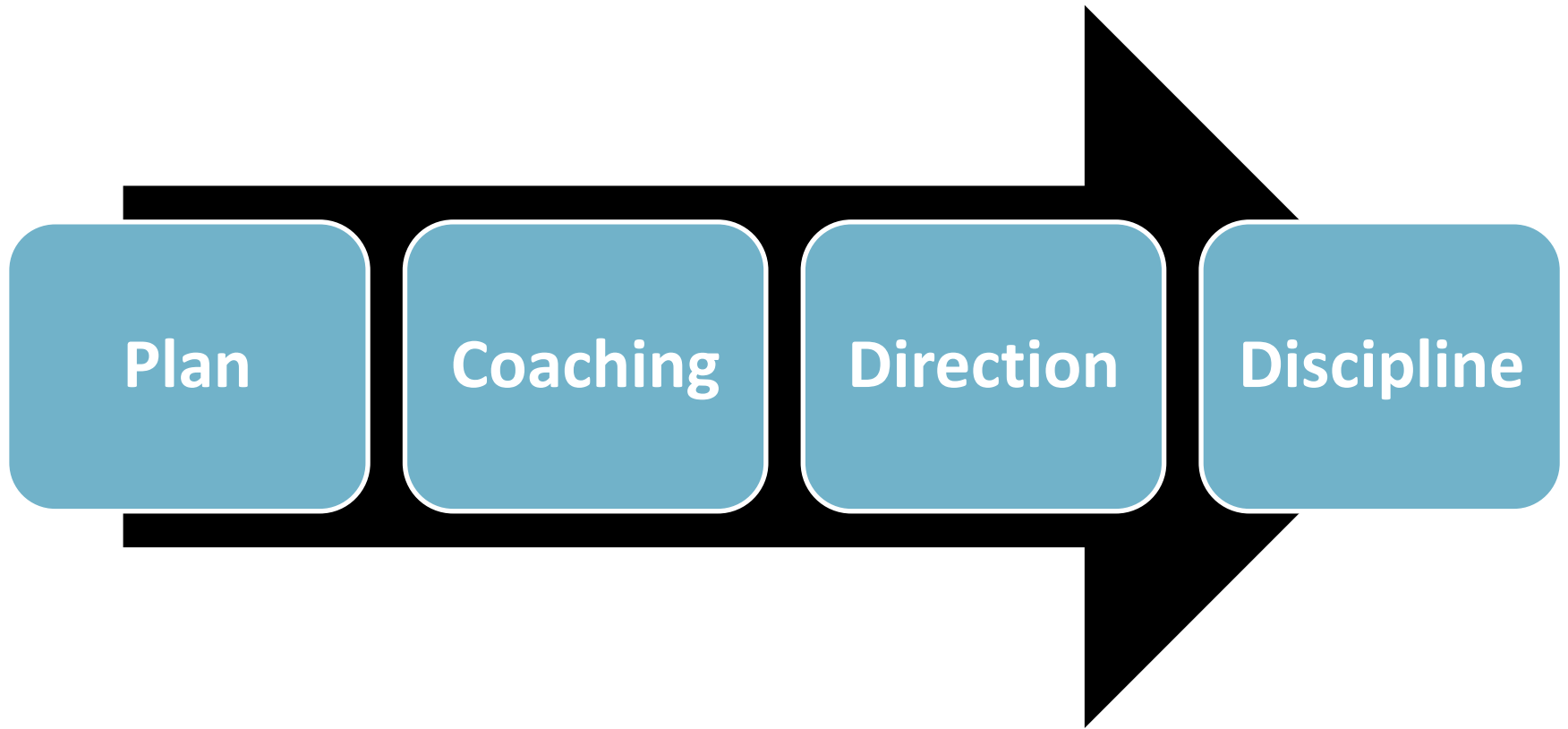
Integrity

Compassion

Excellence

Respect

Performance Management Process



Performance Management Plan

- Step 1** What is the reasonable performance standard/conduct and expectations of the department?
- Step 2** Communicate the standard clearly.
- Step 3** Determine what supports are available to employees.
- Step 4** Track employee performance.

Performance Management Plan

Step 5 Address unacceptable performance.

Coaching & Direction



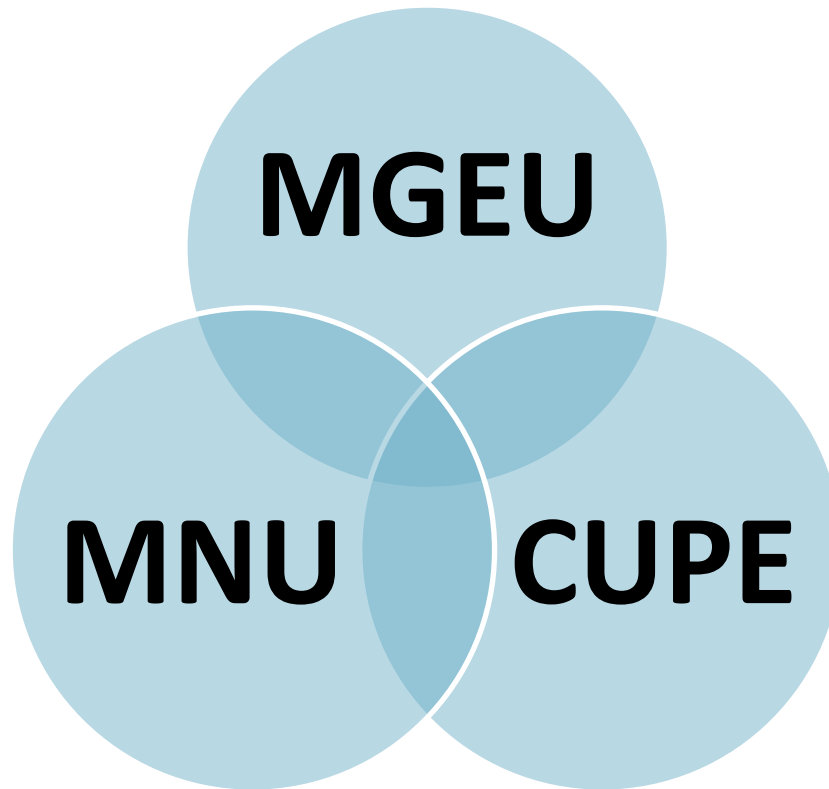
Positive feedback &
constructive pointers

Guidance about
what should be done
& how to do it

Discipline

Discipline is a managerial action designed to correct or deter unacceptable conduct in the workplace.

Discipline & Collective Agreements



Discipline & Legislation



**What are some of the issues
we can address through
performance management?**

Popular Themes

Poor
Performance

Insubordinate
Behaviour

Culpable
Absenteeism

Negligence

Incompetence

Dishonesty

Disrespectful
Behaviour

Use of Alcohol
or Drugs

Breach of
Confidentiality

Conflict of
Interest

Failure to
Follow Policy

Theft

Considerations

Employment Record

Nature & Severity of the Offence

First Offence vs. Repeat Offender

Deliberate or Inadvertent

Mitigating Circumstances

Culminating Incident

Past Practice

Rules, Policies & Procedures

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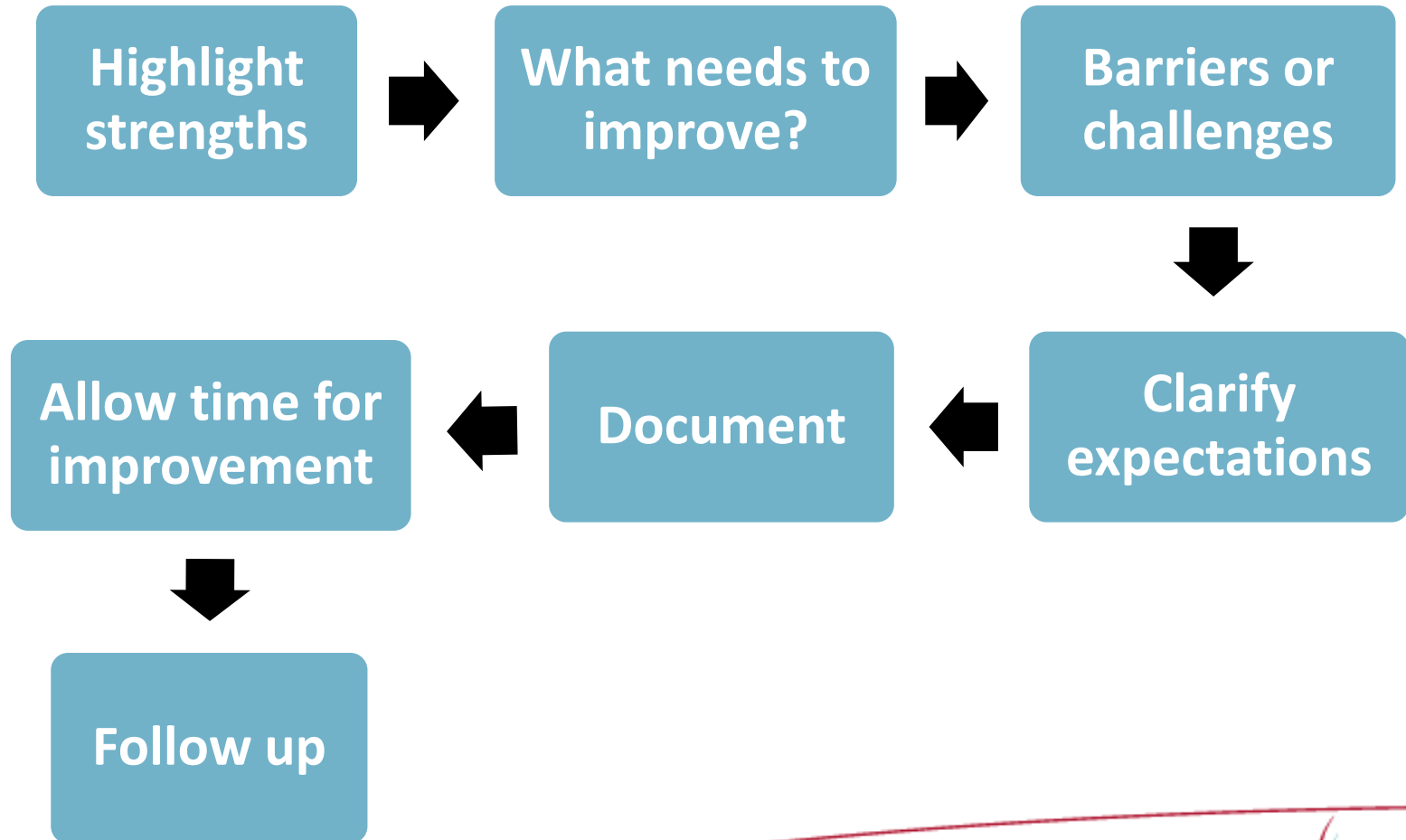
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Culminating Incident

Past Practice

Rules, Policies & Procedures

Performance Discussions



Performance Appraisals

-  *Excellent*
-  *Average*
-  *Poor*

Case Study #1

You are a Manager who is considering hiring an internal applicant. Through the process of doing a reference check on the applicant, the direct manager for this employees informs you that they are managing performance on this employee. This applicant meets the minimum qualifications for the position that they are applying for and has the most seniority of the applicants. What would you do?

Case Study #2

You are a new Client Services Manager at a regional facility within our region. You begin to manage performance concerns (not arriving on time for their shift) of a long-standing employee. During your initial discussions of the employee's tardiness, they indicate that they were allowed to do this in the past. This employee expresses their concerns over being picked on, expressing that "I've been able to do this for a long time". What would you do?

Case Study #3

You receive an occurrence report of alleged abuse indicating a physical altercation staff between a staff member and a client.

How would you proceed to address?

What supporting documents would you refer to?

Case Study #4

Over a short period of time, you receive multiple respectful workplace complaints from one of your nursing units. Based on your initial review of the complaints, there appears to be gossiping, harassment, bullying, attendance issues and the unit's productivity has decreased.

How would you proceed in addressing these concerns?

Best Practices

- Be fair and reasonable.
- Be clear and check to make sure employees understand what you are saying.
- Be sure employees are aware of the rules and policies.
- Be consistent with how you apply and enforce rules and policies.
- Be sure employees are aware of the consequence of violations to the rules or policies.
- Manage in accordance with the Collective Agreement.
- Consult with your LR team.

Resources

- Policies, Procedures, Guidelines
- Collective Agreements
- Legislation
- John Van Massenhoven Conducting Investigations Manual
- HR Website-LR material will be placed on IPS for reference
- HR Team

Questions?

Thank you!