

## Human Resources Policy Manual

### Title: Performance Management

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| <b>Women's College Hospital</b> |                        | <b>Policy No:</b>                | 3.40.002                          |
| <b>Title</b>                    | Performance Management | <b>Original:</b><br>(mm/dd/yyyy) | January 2009                      |
| <b>Category</b>                 | Human Resources        | <b>Reviewed:</b><br>(mm/dd/yyyy) | March 14, 2013                    |
| <b>Sub-category</b>             | Performance            | <b>Revised:</b><br>(mm/dd/yyyy)  | October 12, 2010<br>June 23, 2015 |
| <b>Issued by:</b>               | Human Resources        |                                  |                                   |
| <b>Approved by:</b>             | Senior Executive Team  |                                  |                                   |

Women's College Hospital Intranet document is considered the most current.

*Note: Where employees are covered by a collective agreement, provisions of the collective agreement will apply.*

### Policy Statement:

Women's College Hospital is committed to supporting the growth and development of employees through effective performance management. Employee performance management is an integral part of our overall organization management that relates employee work performance and achievements to the operational and strategic performance of the Hospital. A key element is the translation of WCH values into behaviours that all employees are expected to demonstrate.

While continuing dialogue between a manager and an employee throughout the year is essential, the performance review meeting and documented performance appraisal is a more formal opportunity to review achieved results, discuss barriers that have been encountered and plan for future success and development.

All staff will have a mid-probationary review, and a probationary review and thereafter regular formal performance reviews conducted annually on the employee's anniversary date. Probationary periods may be extended should the probationary employee not meet the required standards of the job, require additional training, be absent from work for an extended period of time or other reasons as outlined by the manager and in review with Human Resources. Reasons for extensions, and the length of the extension, will be documented and communicated to the employee.

Performance Management supports managing the talent of employees through the following objectives:

- Achieve hospital goals by linking individual goals and objectives to Hospital and departmental priorities
- Champion the Hospital's Vision, Mission and Values
- Develop skills, values and behaviours that are important for individual and organizational success
- Provide a balanced approach for measuring results and behaviours
- Develop employees through regular coaching and on-going dialogue
- Promote employee success in a motivating environment that recognizes and rewards good work performance
- Ensure consistency and equity in practices

## Definitions:

**Probationary Period:** The initial six (6) month period of employment, during which performance, job knowledge and organizational fit is assessed. The probationary period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations as well as whether the new employee meets the organization's expectations.

**Mid-Probationary Review:** At the mid-point of the probationary period, the manager and employee will meet to discuss progress in the role, and set the expectations for the employee to ensure successful completion of the probationary period, and continuation of employment.

**Probationary Review:** Prior to the end of the probationary period the manager and employee will meet to establish if the employee has met the requirements of the position and confirm continuation of employment, or if there is a need to extend the period, or end employment.

**Performance Review:** On the employee's anniversary date, the Performance Plan and Evaluation will be completed by the manager and employee to review work performance, performance objectives, behavioural competencies and expectations and set goals and objectives.

**Interim Performance Review:** Staff employed in the same position in excess of two (2) years shall rotate between the Interim Performance Plan and Evaluation and in the alternate year the Performance Plan and Evaluation. The goal of the interim performance review is to review progress on long term objectives and provide ongoing support.

If, at any time, performance problems are recognized, a manager may request that additional formal reviews be conducted.

## Manager Responsibility

Participate fully in the performance management process;

- Fulfill own performance goals;
- Establish individual performance goals in consultation with employees;
- Coach direct and indirect employees to ensure work excellence and maintain professional standards;
- Coach, support and discuss performance throughout the year;
- Ensure poor performance is addressed and handled consistently and in a fair and timely manner;
- Develop action plans to address performance gaps and developmental needs of employees;
- Recognize and support good performance;
- Provide staff support where appropriate;
- Identify promotional talent for succession management.

## Employee Responsibility

- Complete a self-assessment of his/her work performance;
- Participate in the establishment of performance and development goals;
- Fulfill individual performance goal commitments;
- Identify own learning needs and seek support where required;
- Participate fully and with a positive intent in the performance management process;
- Encourage regular constructive dialogue and feedback with manager about their performance;
- Assume responsibility to take action to improve work performance where necessary.

## Procedure:

### 1. Completion of the Performance Review:

- Each full-time and part-time employee will have a performance review conducted annually on their anniversary date, or more frequently as required, and will be provided with a copy of the review;
- Each casual employee will have a performance review conducted bi-annually on their anniversary date, or more frequently as required, and will be provided with a copy of the review;
- A performance review includes the evaluation of values and work commitments and the completion of performance goals, which must be established jointly by the manager and the employee to ensure clear understanding of direction;
- A performance review includes specific developmental plans to support career developmental opportunities;
- Probationary employees will have a scheduled performance review prior to the end of the probationary period.
- Copies are made and the original form is sent to Human Resources for inclusion in the employee file, one copy is given to the employee and the manager/supervisor retains one copy.

### 2. Performance Coaching

- Managers and employees must jointly track progress of performance goals and identify areas for improvement and solutions in a timely fashion;
- Managers will provide employees with ongoing feedback and coaching regarding job performance throughout the review period to ensure action can be taken to improve, and ensure ongoing success.

### 3. Unsatisfactory Job Performance

- A manager is responsible for identifying and reviewing the circumstances that are relevant to unsatisfactory job performance. All information collected must be documented.
- Unsatisfactory performance must be addressed with the employee by the manager in a timely fashion. The description of the performance improvement required by the employee must be made clear and available to the employee. A specific date by which improvement must be achieved shall be identified;
- An employee who disagrees with the evaluation may respond by providing a verbal or written response to their manager. Written comments will become part of the performance review record;
- Unsatisfactory performance requiring any disciplinary action with a unionized employee must be handled outside of the performance management program and with the consultation of Human Resources.