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**Name:** HPEI Employee Performance and Development Policy

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## Policy and Procedures Manual

### EMPLOYEE PERFORMANCE AND DEVELOPMENT

<b>Health PEI – Human Resources</b>		<b>POLICY &amp; PROCEDURES</b>
<b>Applies To:</b>	All Health PEI Employees	
<b>Monitoring:</b>	Executive Director of Human Resources	
<b>Approving Authority:</b>	Senior Management Group	
<b>Date:</b>	Effective: September 21, 2010 Next Review: <b>September 21, 2020</b>	
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#### 1.0 POLICY

Supervisors shall complete a Performance and Development Plan (PDP) on a regular basis with the employees they supervise.

#### 2.0 DEFINITIONS

<b>Development:</b>	<p>The process where the employee is encouraged and supported to acquire new or advanced skills and knowledge by participating in learning and training opportunities on a regular basis.</p> <p>Development can occur formally and/or informally. Formal development options include courses and programs of study. Informal options include mentoring, coaching and clinical supervision.</p>
<b>Development Plan:</b>	<p>The development plan is a set of developmental goals with accompanied action steps and targeted completion dates. The development plan includes identifying “training” (learning directed toward specific objectives such as following certain regulations or procedures or the application of an acquired skill) and “education” (learning directed at broader objectives such as becoming a more effective supervisor or better leader).</p> <p>The development plan supports employee career planning.</p>
<b>Employee:</b>	<p>Persons involved in providing care and/or service within Health PEI facilities and programs. This also includes staff, physicians, students and contract workers.</p>
<b>Formal Discussion:</b>	<p>An official meeting between the employee and their supervisor to discuss employee performance and development that is documented as their Performance and Development Plan.</p>
<b>Performance:</b>	<p>Performance is defined as the work related activities expected of an employee based on their position and how well those activities are executed. Performance is assessed on an ongoing basis by the</p>

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	<p>employer and is the basis of performance reviews. This communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results.</p> <p>In clinical practice, performance is additionally a set of measures emphasizing health outcomes and the value of care delivered.</p>
<b>Performance and Development Plan (PDP):</b>	The completed document which records both the performance and development components of the formal discussion.
<b>Performance Plan:</b>	The performance plan is the aspect of the performance and development plan which outlines goals, activities and timelines to support the employee in exceeding, maintaining or bringing their performance standard up to an acceptable level.

### 3.0 PURPOSE/SCOPE

- 3.1 Health PEI is committed to the continuous learning and professional development of its employees with a focus on strengthening performance feedback and coaching for employees at all levels of the organization to ensure timely completion of plans and encourage regular dialogue between employees and managers throughout the year. This policy is a component of Health PEI's progressive performance development system.
- 3.2 Performance development is a shared responsibility between the individual and the organization. There is a mutual obligation – an obligation on the part of employees to take charge of their own professional development and training, and an obligation on the part of the organization to offer an environment that is conducive to learning.
- 3.3 Health PEI supports a distributive approach to leadership and expects that all employees, regardless of position or title, will demonstrate and develop their leadership capabilities.

### 4.0 APPLICATION

This policy applies to all Health PEI employees and is intended to support ongoing employee performance and development.

### 5.0 PROCEDURES

- 5.1 The Chief Executive Officer (CEO) will ensure that the provisions of this policy are implemented in Health PEI. This responsibility includes:
- Ensuring that all managers, supervisors, and other employees are informed of the policy and are advised of their responsibilities;
  - Completing a Performance Development Plan (PDP) with the Senior Management Group, at minimum on a bi-annual basis.
  - Promoting leadership development, continuous learning, and succession planning;
  - Providing Human Resources with a copy of the Senior Management Group individual PDPs within thirty days of formal discussion.
  - Monitoring compliance with the policy.
- 5.2 Supervisors will implement the policy within their area of responsibility. This responsibility includes:
- Having regular and ongoing communication with their staff to provide meaningful feedback.

- Conducting a formal discussion and completing a PDP with each of their staff, at minimum on a bi-annual basis (refer to Appendix A). This will include establishing individual development plans with specific goals aligned with the individual's career objectives, position requirements, and the strategic direction of the organization. (PDP forms available on HPEI Staff Resource Centre, Performance Development Toolkit).
- Supporting staff in the execution of their development plans.
- Promoting continuous learning and development.
- Providing Human Resources with a copy of the PDP within thirty days of the formal discussion.

5.3 Employees will actively engage in the performance and development process. This responsibility includes:

- Completing a PDP with their immediate supervisor, at minimum on a bi-annual basis (Refer to Appendix B). (PDP forms available on HPEI Staff Resource Centre, Performance Development Toolkit).
- Demonstrating reasonable progress in the execution of their personal and/or professional learning and development goals.
- Investing time and energy into learning to continue to upgrade and improve their capabilities and share new information with others as appropriate.

5.4 Human Resources will provide advice, assistance, and direct support with the application and administration of this policy. This responsibility includes:

- Receiving and filing PDPs on the personnel file.
- Inputting the completion date of the PDP into PeopleSoft upon receipt.
- Providing the performance development completion report to managers on a quarterly basis.
- Reporting on PDP completion rates to management to support management monitoring and accountability.

## 6.0 MONITORING

The Executive Director of Human Resources is responsible for ensuring that this policy is reviewed every three years, as per Health PEI's policy review cycle and standards.

## 7.0 REFERENCES

### Related Documents

Performance Development Toolkit: Health PEI Staff Resource Centre /Templates, Guides, Toolkits/Toolkit/Performance and Development, <http://www.healthpei.ca/src/toolkits>

### References

N/A

### Appendices

Appendix A: Employee Performance and Development Discussion Guidelines for Manager and Supervisor

Appendix B: Employee Performance and Development Discussion Guidelines for Employees

**8.0 STAKEHOLDER REVIEW**

Group/Committee	Dates of Review
<i>Leaders Community</i>	<i>August 2017</i>

**9.0 REVIEW HISTORY**

**Review Dates:**

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## APPENDIX “A”

# Employee Performance and Development

### Discussion Guidelines for Managers and Supervisors

Perhaps the most significant benefit of a performance and development plan is that, in the rush and bustle of a daily working life, it offers a rare chance for a supervisor and their direct reports to have time for a one-on-one discussion of important work issues and developmental goals that might not otherwise be addressed.

Almost universally, where performance and development plans are conducted properly, both supervisors and employees have reported the experience as beneficial and positive.

The performance and development process involves continuous communication which provides the guidance, correction, encouragement and recognition needed to optimize each employee’s job performance. For many employees an “official” performance and development plan meeting may be the only time they get to have exclusive, uninterrupted access to their supervisor. The value of this purposeful interaction between a supervisor and his/her employees should not be underestimated.

## The Performance and Development Plan Process

### 1. Preparing for the Discussion

- Arrange with the employee a time and place that is convenient for both parties. Do this several days in advance of the performance planning discussion. Confirm time and place in writing.
- Provide the employee with the appropriate performance and development plan for the employee’s position. Prior to the meeting, ask the employee to write down any information that may be pertinent to a discussion on areas identified in the plan. (PDP forms available on HPEI Staff Resource Centre, Performance Development Toolkit).
- Review the employee’s job description and any written records or materials relevant to the employee’s past performance, including recommendations/goals from the last performance and development plan meeting. If the employee’s job description and/or position questionnaire is not up-to-date consult with Human Resources.
- Prepare an overview of the areas to cover with the employee and reflect on the intended outcomes of your discussion.

### 2. Leading the Discussion

- Select a place that is private and quiet, where you will not be interrupted.
- Establish an open, friendly, non-threatening atmosphere in which both parties can express themselves freely.
- Be aware of any feelings, attitudes, or issues that may influence reactions to the employee and, be tuned-in to possible reactions from the employee.
- State why the discussion is taking place (even though both parties are aware). Explain how the discussion will be handled and what role each of you will play.
- Emphasize the importance of two-way communication and listen intelligently, understandingly, and skillfully to the employee’s point of view throughout the meeting.

- Constructive feedback discussion – ask the employee to provide feedback first. This is an opportunity for supervisor and employee to develop strategies that contribute to a positive outcome(s), better working processes, and improved performance or behavior.
- What can be done if problems are encountered in achieving these goals between now and the date of the next discussion;
- Examine the points and information that have been identified during the discussion. Try to agree on what performance, if any, should be done differently. It may not be possible to reach total agreement on all points, but it is important that both parties reach an understanding of the other person's views.
- The supervisor and/or employee may schedule a follow-up progress meeting.

### 3. Developing Recommendations

Together with the employee, identify any performance changes required and/or training and development opportunities for the next performance planning period. The following areas should be considered.

- Steps the employee can take to build on his/her strengths;
- Specific steps that can be taken to address opportunities for improvement;
- How much improvement in specific areas of performance should be achieved and within what timeframe;
- Support the supervisor can provide to help the employee successfully complete his/her action plan;
- Record specific recommendation on the plan

### 4. Progress Review

The objective of the performance and development process is to provide ongoing feedback, coaching and support to employees. Often this can be done on an informal basis. In some cases where there are particular concerns regarding performance and/or development, it may be valuable to schedule a time for a follow up discussion to review progress on the action items identified in the performance and development plan.

- Discuss issues that have been encountered and what can be done to resolve them. The purpose of the progress discussion is to maintain the employee's motivation and to keep the goals realistic;
- Emphasize your availability for continuing support, guidance and resources;
- Work with the employee to identify and access the most relevant development opportunities.

### 5. Ongoing Communication with the Employee

A fundamental component of successful coaching and performance is regular communication between the supervisor and the employee. Building effective working relationships is essential to achieving desired results. Regular two-way communication between the employee and supervisor helps build this relationship.

- Brief discussions should take place whenever appropriate. Formal sessions should be scheduled at least once during the performance and development plan period to discuss what is going well and what can be improved.

- Use these sessions to describe rather than evaluate performance. Inquire about any changes in the work situation since the previous discussion and review any learning and/or development plans that were agreed to as part of the process. Determine if there are any obstacles blocking success.
- Ask about resources that the employee may need to accomplish their objectives.
- Acknowledge accomplishments during this period. Discuss new priorities in the organization so the employee can re-focus efforts, if appropriate.
- Modify the employee's performance and development plan document to reflect any changes.
- It is important for both parties (supervisor and employee) to maintain open communication in order to keep each other informed of work progress and to work together to resolve problems if they occur. It is far better to resolve problems sooner before they become less manageable.
- A key principle that encourages employees to accept constructive feedback is to be "hard on the problem, and soft on the person." The focus should be on correcting the problem or behavior, not on chastising the employee. The performance and development planning discussion is an assessment of performance and should not be punitive. If effective performance management is occurring, this meeting will not be, nor should it be the time an employee hears about performance issue.
- A useful motto for the performance and development plan discussion should be "no surprises." Through this approach, you can reduce the likelihood of the employee becoming emotional or resistant during the meeting.
- Strive to provide continual feedback concerning expectations and performance. When things are going well discuss how and why this is so. When things are not going well discuss what needs to be done to make them right. When an employee is not doing things properly, get together and plan what needs to be done to correct the matter. If there is a performance gap, help the employee understand the cause and the action necessary for correction. Support plans for professional development.



## APPENDIX B

# Employee Performance and Development Discussion Guidelines for Employees

### The Performance and Development Plan Process

#### 1. Preparing for the Discussion

- The supervisor will arrange a time and place convenient for both parties. This will be done several days in advance of the performance planning discussion. The supervisor will confirm the time and place in writing.
- The supervisor will provide the appropriate performance and development plan for the position. Prior to the meeting, think about any information that may be pertinent to a discussion on the areas identified in the plan. (PDP forms available on HPEI Staff Resource Centre, Performance Development Toolkit).
- Review any written records or materials relevant to past performance, including recommendations/goals from the last performance and development plan meeting. If the current description and/or position questionnaire is not up-to-date, consult with Human Resources.
- Prepare an overview of the areas to cover with your supervisor and reflect on the intended outcomes of the discussion.

#### 2. Having the Discussion

- The supervisor will strive to maintain an open and friendly atmosphere where both parties can express themselves freely.
- Two-way communication will be emphasized throughout the discussion. Listen carefully and attentively to the supervisor's point of view throughout the meeting.
- The supervisor will review the areas outlined within the performance and development plan for employees or for managers and supervisors, depending on your position.
- Constructive feedback discussion – ask the supervisors to provide constructive feedback. This is an opportunity for both parties to develop strategies that contribute to a positive outcome(s), better working processes and improved performance or behavior.
- Examine the points and information identified during the discussion. Try to agree on what performance, if any, should be done differently. It may not be possible to reach total agreement on all points, but it is important that both parties reach an understanding of the other person's views.
- The supervisor and/or employee may schedule a follow-up progress meeting.

#### 3. Developing Recommendations

Together with the supervisor, identify any performance changes required and/or any training and development opportunities for the next performance planning period. The following areas should be considered:

- Steps that can be taken to build on current strengths;

- Specific steps that can be taken to address opportunities for improvement;
- How much improvement in specific areas of performance should be achieved and within what time frame;
- What can be done if problems are encountered in achieving these goals between now and the date of the next discussion
- Support the supervisor can provide to help successfully complete the action plan;
- Record specific recommendation on the plan.

#### 4. Progress Review

The objective of the performance and development process is to provide ongoing feedback, coaching and support so that employees can perform their work well and meet defined expectations. Often this can be done on an informal basis.

In some cases where there are particular concerns regarding performance and/or development, it may be valuable to schedule a time with the supervisor for a follow-up discussion to review progress on action items identified in the performance and development plan.

- Discuss issues that have been encountered and what can be done to resolve them. The purpose of the progress discussion is to maintain motivation and to keep the goals realistic;
- Emphasize willingness to perform well and to develop work skills and knowledge;
- Work with the supervisor to identify the most relevant learning needs and how to access those opportunities.