

Performance Management in the Unionized Workplace

Workshop Outline

Workshop Description

This workshop prepares leaders in British Columbia’s health care facilities to effectively manage employee performance. It focuses on the responsibilities of management when creating an environment for effective performance, observing and monitoring performance, having performance discussions, and conducting performance evaluations in a unionized setting.

Workshop Goals

After completing this workshop, participants will be able to do the following:

- Describe the six factors that contribute to effective performance
- Describe ways in which health care leaders can create an environment for effective employee performance
- Identify effective ways for observing and monitoring performance in health care environments
- Practice having effective conversations with employees about their performance
- Gain awareness of best practices for conducting effective formal performance evaluations
- Gain awareness of applicable legislation, case law, jurisprudence, and labour relations principles that impact performance management in a unionized setting

Workshop Length

1 day

Topics/Learning Objectives

Topic	Learning Objectives
What is Performance Management?	<ul style="list-style-type: none"> • Describe common performance problems in health care environments • Describe the six factors that contribute to effective performance • Describe the goal of performance management • Explain the overall process for promoting and improving employee effectiveness • Explain how management rights in the collective agreement give managers the right to manage the performance of

Topic	Learning Objectives
Creating and Environment for Effective Performance Management	<p>employees</p> <ul style="list-style-type: none"> • Recognize the link between the organization’s mission, vision and values and performance management • Outline key ways management communicates employer standards and expectations • Follow the KVP Test for devising and enforcing rules • Explain how to give effective constructive feedback • Identify barriers that stop supervisors and managers from providing timely and effective feedback • Identify ways to ensure the proper tools and resources are available to enable employees to perform • Identify ways to ensure there are correct consequences and rewards for performance
Observing and Monitoring Performance	<ul style="list-style-type: none"> • Explore and evaluate methods for observing and monitoring performance • Explain the legal considerations when using surveillance
Having Performance Discussions	<ul style="list-style-type: none"> • Explain the importance of having performance discussions with all employees, not just the poor performers • Explain the difference between proactive and reactive performance discussions • Differentiate between performance discussions and disciplinary discussions • Differentiate between culpable and non-culpable conduct • Explain the importance of trust in having effective performance discussions • Use a five-step framework for having an effective performance discussion • Differentiate between a goal and an expectation • Write a clear goal using the SMART formula • Use the five-step framework to have an effective performance discussion with an employee
Performance Evaluations	<ul style="list-style-type: none"> • Describe how to conduct an effective performance evaluation • Explain the collective agreement provisions that apply to performance evaluations • Outline best practices for effective evaluation preparation • Gather information to complete a performance evaluation • Assess the information gathered • Identify common biases and mistakes managers make when assessing employee performance • Outline best practices for writing a performance evaluation • Conduct an effective meeting to review the performance evaluation