HEABC
HEALTH EMPLOYERS
ASSOCIATION OF BC

Performance Management in the Unionized Workplace

Webinar Series Outline

Webinar Series Description

This webinar series prepares managers in BC health care facilities to effectively manage employee performance. Taken together, the series provides information about responsibilities of management to create and maintain an environment conducive to effective performance, observing and monitoring performance, having performance discussions outside of the formal review process, and conducting performance evaluations in a unionized setting.

Topics/Learning Objectives

1.   Creating an Environment for Effective Performance Management
Time: 2 hours

Topic	Learning Objectives
What is Performance Management?	• Define performance management • Describe the six factors that contribute to employee 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 employees
Setting Expectations	• Recognize the link between the organization's mission, vision and values and performance management • Outline key ways management communicates employer standards and expectations • Explain the purpose and use of letters of expectation • Follow the KVP test for devising and enforcing rules
Providing Feedback	• Explain how to give effective constructive feedback • Identify barriers that stop supervisors and managers from providing timely and effective feedback
Tools and Resources	• Identify ways to ensure the proper tools and resources are available to enable employees to perform
Consequences and Incentives	• Identify ways to ensure there are correct consequences and rewards for performance
Getting to the Root Cause of Performance Problems	• Identify potential root causes of performance problems

2.   Observing and Discussing Employee Performance
Time: 2 hours

Topic	Learning Objectives
Observing and Monitoring Employee Performance	• Explore and evaluate methods for observing and monitoring employee performance. • Explain the legal considerations when using surveillance
Having Performance Discussions	• 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
Putting it All Together	• Apply learning using a case study

3.   Performance Evaluations
Time: 2 hours

Topic	Learning Objectives
Overview	• Identify benefits of performance evaluations • Explain the collective agreement provisions that apply to performance evaluations
Preparing for the Performance Evaluation	• 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
Conducting the Performance Evaluation Meeting	• Conduct an effective meeting to review employee performance and set goals or action plans
Challenging Performance Evaluations	• Provide examples of challenging performance evaluations • Describe ways to effectively conduct challenging performance evaluations