**Purpose:**

[Organization’s name] aims to develop a comprehensive performance management system that integrates safety objectives and performance standards. An effective performance management system is for employees to have a clear understanding of the work expected from them, to receive ongoing coaching and feedback on performance based on identified expectations from their job description, to provide praise accordingly, to identify professional and personal development opportunities, and to address performance that does not meet expectations.

**Policy:**

[Organization’s name] recognizes the need to have a comprehensive performance management system to empower all employees to identify gaps to self-performance; maintain or improve work outputs; provide the opportunity for ongoing personal growth; and will provide managers and supervisors a set of professional tools to better identify, recognize, and reward individuals based on a pre-established criteria that is reviewed at least annually or as needed with each employee.

This policy is also committed to principles of equality and diversity and will strive to eliminate unfair and unlawful discrimination in all its forms.

This policy does not include issues including misconduct or incidents attributed to deliberate, negligent or careless failure to perform to the standards required. ***Refer to Progressive Discipline Policy.***

**Responsibilities**:

The Employee is responsible for:

* Performing due diligence in terms of safety and follow safe work practices
* Striving for the best level of performance at work
* Aiming to maintain the highest standards of care and service
* Taking up training and development opportunities provided over and above those legally

required of their role

Ensuring they treat colleagues and patients fairly and equitably

* Ensuring they comply with all policies and procedures
* Fully participating in the process of managing performance in order to address any

performance issues identified including attending meetings as requested under this policy

* Maintaining confidentiality during and after the application of this policy

The Manager is responsible for:

* Performing due diligence in terms of safety and follow safe work practices
* Ensuring staff are treated fairly and equitably
* Providing regular supervision meetings and conducting an annual appraisal
* Early intervention when poor performance is identified is essential, enabling a supportive

approach to be taken.

* Ensuring that policies and procedures are complied with
* Informing the Human Resources department when incidents arise and working with them to progress each case
* Arranging meetings with the employee in line with this policy
* Providing a fair and reasonable outcome for staff in line with this policy
* Ensuring all timescales in the policy are adhered to
* Maintaining confidentiality during and after the application of this policy

 The Human Resources department is responsible for:

* Providing appropriate advice and support to managers in the application of this

procedure including relevant training and coaching

* Support all formal meetings in line with this policy
* Ensuring the policy is followed in a fair and equitable manner
* Ensuring the policy is adhered to and timescales are met
* Ensuring any trends are identified and brought to the attention a senior manager

**Procedure**:

Performance management is a continuous process of feedback and reviews. Formal performance review meetings should be held between manager and employee annually and scheduled no more than 2 weeks after the anniversary of their date of hire. If an unsafe behaviour or performance issue is identified, an informal review meeting should be scheduled, and a more frequent timeframe may be needed for continuous follow-up i.e. every 3 months.

1. If an employee is performing averagely or above average and is meeting the standards set for the role, the manager or direct supervisor will continue annual performance reviews using the performance appraisal form and the coaching form for average to high performers to guide conversations and document progress. ***See Employee Performance Appraisal Form, Coaching Form for Average Performers and High Performers (Appendix 1-4)***
2. If an employee’s performance falls below the standard required for the role and they are unable to meet their signed obligations from their job description, the manager or direct supervisor should:
3. Set a meeting / coaching with the staff member to identify gaps and discuss performance management strategies to overcome difficulties. In this meeting, the manager or direct supervisor will:
	* Advise that they are falling below standard and agree that action needs to be taken.
	* Establish the root cause for the level of performance or non-compliance
	* Identify specific areas of improvement, solutions and the timescale to achieve goals of improvement.
	* Give support motivation to encourage improvement
4. Use the Coaching Form for Low Performers to document discussions to ensure that staff understands the risks and the consequences of identified unsafe behaviour and solutions agreed upon. ***See Appendix 5***
5. Follow up on the agreed timeframe to measure results of solutions and actions taken.
6. Show praise and appreciation for improvement and follow up as needed.
7. If an employee’s performance continuously falls below standards with each follow up and has shown lack of improvement or general neglect of safety and has unfulfilled roles and responsibilities, consult with human resources or refer to the **Progressive Discipline Policy** as needed.

# **APPENDIX 1. Employee Appraisal Form for Manager/ Frontline Supervisor**

|  |
| --- |
| **Employee Performance Appraisal** |
| Name: | Position: **DEPARTMENT MANAGER/ FRONTLINE SUPERVISOR** | Facility: |
| Employee Start Date: | Date of Appraisal: | Department: |
|  |
| 5-Exceptional | Performance is consistently superior and significantly exceeds position requirements | 5-Exceptional | 4-Highly Effective | 3-Proficient | 2-Inconsistent | 1-Unsatisfactory | N/A-Not Applicable |
| 4-Highly Effective | Performance frequently exceeds position requirements |
| 3-Proficient | Performance consistently meets position requirements |
| 2-Inconsistent | Performance meets some, but not all position requirements |
| 1-Unsatisfactory | Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills |
| N/A-Not Applicable | Employee has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at a later agreed upon date OR employee does not engage in the task as part of his or her duties |
| **Safety** |
| Places safety of self, others, property, equipment, vehicles as a top priority |  |  |  |  |  |  |
| Follows established safety policies and safe work practices |  |  |  |  |  |  |
| Participates positively in the safety program: involved in inspections when expected, reports safety concerns, etc |  |  |  |  |  |  |
| Wears appropriate personal protective equipment |  |  |  |  |  |  |
| Has the appropriate level of knowledge of all organizational safety topics: WHMIS, Musculoskeletal Injury Prevention, Emergency Procedures, First Aid, etc |  |  |  |  |  |  |
| Follows procedures regarding emergency response |  |  |  |  |  |  |
| Can identify the location of safety equipment |  |  |  |  |  |  |
| **Additional safety performance competencies for employees with management or supervisory responsibilities** |
| Provides critical analysis during incident investigations and staff reports of safety concerns, finds appropriate root causes and implements corrective actions in a timely fashion |  |  |  |  |  |  |
| Clearly reports critical or requested safety information to the appropriate organizational avenues in a timely fashion |  |  |  |  |  |  |
| Effectively communicates safety information to staff and conducts follow-up ensuring compliance with organizational safety policies, procedures and general safety information |  |  |  |  |  |  |
| Takes timely and appropriate corrective/disciplinary action with employees upon safety infractions |  |  |  |  |  |  |
| Effectively integrates safety duties into daily operations, and promotes a healthy and safe workplace on a daily basis |  |  |  |  |  |  |
| **Comments:** |

# **APPENDIX 2. Employee Appraisal Form for Frontline Workers**

|  |
| --- |
| **Employee Performance Appraisal** |
| Name: | Position: **FRONTLINE STAFF** | Facility: |
| Employee Start Date: | Date of Appraisal: | Department: |
|  |
| 5-Exceptional | Performance is consistently superior and significantly exceeds position requirements | 5-Exceptional | 4-Highly Effective | 3-Proficient | 2-Inconsistent | 1-Unsatisfactory | N/A-Not Applicable |
| 4-Highly Effective | Performance frequently exceeds position requirements |
| 3-Proficient | Performance consistently meets position requirements |
| 2-Inconsistent | Performance meets some, but not all position requirements |
| 1-Unsatisfactory | Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills |
| N/A-Not Applicable | Employee has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at a later agreed upon date OR employee does not engage in the task as part of his or her duties |
| **Safety** |
| Places safety of self, others, property, equipment, vehicles as a top priority |  |  |  |  |  |  |
| Follows established safety policies and safe work practices |  |  |  |  |  |  |
| Participates positively in the safety program: involved in inspections when expected, reports safety concerns, etc |  |  |  |  |  |  |
| Wears appropriate personal protective equipment |  |  |  |  |  |  |
| Has the appropriate level of knowledge of all organizational safety topics: WHMIS, Musculoskeletal Injury Prevention, Emergency Procedures, First Aid, etc |  |  |  |  |  |  |
| Follows procedures regarding emergency response |  |  |  |  |  |  |
| Can identify the location of safety equipment |  |  |  |  |  |  |
| **Safety Comments:** |

#

# **APPENDIX 3. Coaching Worksheet for the High Safety Performer**

Describe current safety performance/contributions. State specific safety accomplishments. What makes this performance ‘excellent’?

Is there any more that could be done to improve safety performance? Are there any other safety challenges or activities staff is interested in partaking?

Discuss with staff any possible barriers to enhancing safety excellence. How could these barriers be overcome? There is opportunity for safety performance improvement in this/these area(s).

List goals. Ensure goals are aligned with strategic safety objectives of the department, facility and organization.

Solicit feedback on how you are doing as a manager of safety performance.

* "How can I continue to support your high safety performance?"
* "What can we do as an organization to keep getting better and supporting your great safety achievements?"
* “Do you need any other resources to continue to improve in this area?”

Mutually agreed upon action(s):

When:

Date(s) of on floor follow up:

Date(s) of follow up meeting:

|  |  |
| --- | --- |
| Follow Up Date: | Follow Up Date: |
| Follow Up Conducted By: | Follow Up Conducted By: |
| Observations or Comments: | Observations or Comments: |

# **APPENDIX 4: Coaching Form for Average Performer**

Describe current safety performance/contributions. What has motivated this employee to reach his/her current level of safety performance?

Discuss with staff any possible barriers to attaining safety excellence.

How could these barriers be overcome?

There is opportunity for safety performance improvement in this/these area(s). Ensure goals are aligned with strategic safety objectives of the department, facility and organization.

Mutually agreed upon action(s):

When:

Date(s) of on floor follow up:

Date(s) of follow up meeting:

|  |  |
| --- | --- |
| Follow Up Date: | Follow Up Date: |
| Follow Up Conducted By: | Follow Up Conducted By: |
| Observations or Comments: | Observations or Comments: |

*On Floor Follow Up: to ensure staff member is following through with the actions he or she has committed to for safety improvement, note the date(s) of follow up.*

Date of Follow Up Meeting:

Outcome of Coaching Plan:

**APPENDIX 5. Coaching Worksheet for the Below Average Safety Performer**

What safe work behaviour(s) are you not seeing in this particular employee that is/are expected of staff? You noticed an opportunity for safety performance improvement in this/these area(s):

Prepare evidence of non-compliant safety behaviour(s) of the staff member as well as evidence of the frequency of the same non-compliant behaviour(s) of other staff members conducting the same work.

Why is this at-risk behaviour a problem for you, as a manager?

*During the discussion with staff, the manager should ask questions that pertain to the unsafe performance and what happens when the employee does not comply with safe work procedures. List the questions you will ask.*

*As a result of your questions,*

Does the staff member agree that his/her unsafe behaviour is a problem? Yes No

*Employee has come to this transmission process via:*

 he/she is able to understand the results or potential results his/her behavior is having on the company

 he/she understands the consequences to him/herself if the behavior does not change

*Mutually discuss alternative solutions. It is important in this step to simply list the possible solutions to the problem and allow the employee to complete his thoughts about all the possible solutions.*

Ask the employee what he/she will do differently in order to get the safety results that are necessary.

Mutually agreed upon action(s):

When:

Date(s) of on floor follow up:

Date(s) of follow up meeting:

*On Floor Follow Up: to ensure staff member is following through with the actions he or she has committed to for safety improvement, note the date(s) of follow up.*

Date of Follow Up Meeting:

Outcome of Coaching Plan:

|  |  |
| --- | --- |
| Follow Up Date: | Follow Up Date: |
| Follow Up Conducted By: | Follow Up Conducted By: |
| Observations or Comments: | Observations or Comments: |

RESOURCES:

CCSA Health and Safety Leadership