



## ADMINISTRATIVE MANUAL

*Policy & Procedure*

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### STANDARD

#### DHW Long Term Care Facility Program Requirements, FINAL February 2019

11.1 The staff complement supports the achievement of the outcomes in all program areas.

#### WEV Guiding Principles

Trust and accountability in and to each other.

- We share what we are doing and why.
- We take responsibility for our actions, decisions and impacts.
- We tell the truth.

### RATIONALE

Maintaining a harmonious and safe home environment is a necessity to achieve all domains of well-being: identity, growth, autonomy, security, connectedness, meaning, and joy. Therefore it is the employee's responsibility to understand and work within the acceptable standards of employee conduct, and it is the employer's responsibility to hold all Care Partner's accountable to these standards.

### POLICY

The Windsor Elms Village values accountability and growth of all Care Partners, and Managers ensure appropriate standards are met. When employee performance falls below acceptable standards, Managers will provide coaching, and progressive discipline where necessary, to align employee behaviour to these standards. Unacceptable standard examples include: inappropriate conduct; violation of WEV rules, policies, and Guiding Principles; negligence,

### PROCEDURE

1. The probationary period offers an opportunity to set expectations and provide feedback to the employee. The Manager will provide timely feedback to employees to permit adequate time and opportunity for improvement.
2. Before the end of the probationary period, the Manager will provide feedback and an assessment on the employment relationship: a) probationary standards have been met and to continue employment; b) extend probationary period for a specified time , or; c) terminate.

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3. Managers will complete annual performance reviews providing feedback on performance, discussions of any performance challenges, and discussions of opportunities and goals for the next year.
  4. Managers are also committed to providing timely feedback to ensure the employee is aware performance is not meeting the expectation of the role.
  5. Coaching and counseling are recognized as initial steps in performance management. Depending on the severity of the circumstances, moving directly to progressive discipline may be necessary.
  6. When coaching is required, the Supervisor or Manager will speak to the individual and provide advice and guidance to bring awareness to the individual with an expectation of change in behaviour. An Employee Performance Tracking form will be completed and provided to the Manager or Director.
  7. When a report is received of perceived inappropriate conduct, the Manager will conduct a thorough investigation before determining the outcome necessary.
  8. When progressive discipline is necessary, the following steps are in place to allow the employee an opportunity to correct their performance prior to Step 4.
    - Step 1 Verbal Warning
    - Step 2 Written Warning
    - Step 3 Suspension (may vary in length depending on severity of offence, unpaid)
    - Step 4 Dismissal

In certain circumstances, the nature and severity of the offence or a combination of offences may be severe enough to warrant disciplinary action at any step. Dismissal may be appropriate in the case of a single offence that is deemed to be serious in nature.

9. When progressive discipline is necessary, the Director of People will be involved to ensure fair and consistent practices throughout the Home. Before any termination the CEO will be made aware.
10. Depending on the circumstances, alternative measures may also be appropriate.

## **REFERENCES**

Home Policies (All policies of the Home; including General and Department Specific)  
WEV Guiding Principles  
NSNU Collective Agreement, Nov 1/12-Oct 31/14, Article 23: Termination of Employment  
SEIU Collective Agreement, Dec 5/13, Article 23: Discipline, Discharge and Resignation

## **APPENDICES**

Appendix A: Examples of Behaviour that Warrant Disciplinary Action  
Appendix B: Employee Performance Tracking Form

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## Appendix A: Examples of Behaviour that Warrant Disciplinary Action

This list serves as examples of behaviour that could warrant a range of disciplinary actions. Appropriate levels of discipline may be based on the severity of employee behaviour.

- Actions that are inconsistent with the philosophy of care, Team Charter, or may jeopardize the well-being of a resident(s);
- Displaying disrespectful and/or inappropriate behaviours toward a resident, co-worker or supervisor;
- Performance that does not meet the requirements of the position;
- Being inattentive to duty, including sleeping on the job;
- Falsifying a time card or other records, or giving false information to anyone whose duty it is to make such record;
- Being repeatedly or continuously absent or late, being absent without notice or reason satisfactory to the Home, or leaving one's work assignment without appropriate authorization;
- Not fulfilling the workplace IRS responsibilities as defined in the OHS Program
- Not following safety practices policies, procedures and safe work practices & programs, for example: failing to report a job injury or any other incident that may affect a resident or co-worker (see Safety Practices Manual for more details);
- Smoking within no-smoking areas;
- Conducting oneself in any manner which is offensive, abusive or contrary to common decency or morality; carrying out any form of harassment including sexual harassment;
- Using Home equipment, time or resources for personal use or gain; without authorized permission from a Supervisor or Department Head
- Computer abuse including but not limited to: misuse of computer accounts, unauthorized destruction of files, creating illegal accounts, possession of unauthorized passwords, disruptive or annoying behaviour on the computer, and non-work related utilization of computer software or hardware;
- Conviction of a felony;
- Misusing or willfully neglecting Home property, funds, materials, equipment or supplies;
- Unlawfully distributing, selling, possessing, using or being under the influence of alcohol or drugs when on the job or subject to duty;
- Fighting, engaging in horseplay or acting in any manner which endangers the safety of oneself or others. This includes acts of violence as well as threats of violence;
- Interfering in any way with the work of others;
- Stealing or possessing without authority any equipment, tools, materials or other property of the Home, or attempting to remove them from the premises without approval or permission from the appropriate authority;
- Marking or defacing walls, fixtures, equipment, tools, materials or other Home property, or willfully damaging or destroying property in any way;
- Willful violation of safety rules or Home policies.

