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Health Care Corporation of St. John's  
Human Resources Department  
MAR 24 1998

Received

## PERFORMANCE DEVELOPMENT PROCESS

Confidential

*We constantly strive to improve our personal performance.*

☒

Annual

☐

Trial

☐

Probationary

PLEASE PRINT

### About You

Name:

Nancy Parsons

Position Title:

Instructor (General Educator) / ACLS Coordinator

Department/Program:

HRDP - Education

Site:

HSC

Date Started in Position:

Jan. 2 / 90

Length of Time Reporting to Manager:

2 1/2 years.

Performance Development Period:

From:

To:

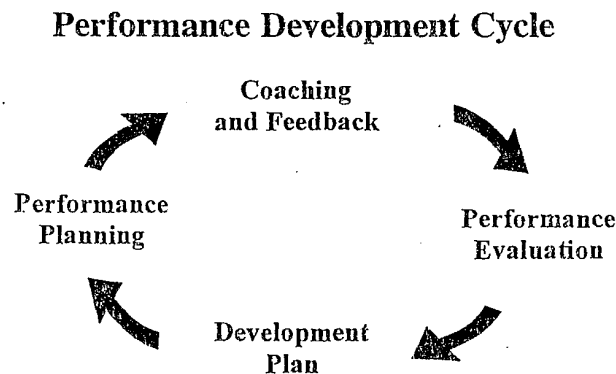
March 1998.

*Please return to the Corporate Human Resources Development & Planning Department.*

September 1997

## The Performance Development Process

The Performance Development Cycle has three main components: (1) performance planning; (2) observation, coaching and feedback; and (3) performance evaluation and development planning. The Performance Development cycle will operate within the context of the model shown.



### Performance Planning

#### Annual Objectives

At the beginning of the performance development cycle, you and your manager will meet to discuss and agree upon objectives for the upcoming year, along with the resources and support needed to achieve your objectives.

The objectives set will be measurable and specific, supportive of your department's objectives, and supportive of the Health Care Corporation of St. John's goals and priorities and strategic directions. Each job has standard tasks associated with it. This part is not intended to be a place to record these tasks; your job description records that information.

For some employees, the objectives of their Department, Program or Division will become their objectives. If you are in this category you will support the objectives of your department, program or division. Your manager will review the department, program or division objectives and will outline your role in helping to support the achievement of these objectives.

Use **Part I** of the Form to record your annual objectives, and resources needed

Performance Expectations -- See **Part II** of the Form

Performance Expectations are ways of working or behaviours that all employees need to successfully perform their jobs. *How* you achieve your annual objectives is just as important as whether or not you achieve the objectives themselves. During the performance planning meeting, your manager will discuss with you the meaning of each expectation as it relates to your position

Additional performance expectations may be set by your manager, in the areas of clinical or technical skills.

If you are a manager, this form will also include a section outlining the performance expectations for managers.

The Role of Professional Practice Coordinators

When setting clinical expectations for a discipline that your manager does not have professional certification your manager will contact the appropriate professional practice coordinator. For example, a division manager who is a nurse is required to contact the professional practice coordinator for physiotherapy when setting clinical expectations for a physiotherapist.

**Coaching, Feedback and Progress meetings**

During the performance development cycle you may meet with your manager to discuss your progress. Objectives can be modified, where appropriate, at any point within the performance development cycle with the agreement of your manager. Also, new objectives may be added to reflect the changing priorities of your position. You can note these changes in **Part I** of this form.

If you experience difficulty meeting your objectives or the performance expectations, discuss this with your manager. Your manager may need to review with you the reasons for the difficulty, help you develop a plan so that you can achieve your objectives and meet the performance expectations and coach you to improve your performance.

## Performance Evaluation and Development Planning

At the end of the performance development cycle, you will meet with your manager to discuss the end of period results. Your manager will give you feedback on what you have accomplished.

Use **Part I** to list your end of period results. Your manager can make comments on your end of period results in **Part I**.

At the end of the performance development cycle, you will be rated in each performance expectation area. The rating scale on page 4 will be used to give you a rating in each performance expectation area. Your manager may approach others to obtain feedback on how well you are meeting these performance expectations. Examples will be used to support the rating for each performance expectation. Prior to arriving at a final rating your manager will discuss with you the reasons for the rating.

Use **Part III** to record any contributions made during the performance development cycle which are in addition to previously established objectives, performance expectations, and job responsibilities.

The space in **Part IV** is provided for any final comments that you, your manager, and other contributors wish to make.

Once the evaluation portion of the performance development cycle is completed you and your manager will need to outline a development plan (**Part V**) for your future professional and personal growth. *Information from the evaluation portion of the performance development cycle is used in the development of the Development Plan.* This plan is divided into two sections the first section asks you to describe what your development needs and/or interests are. The second section is specifically related to future development within the context of your current position

***The Health Care Corporation of St. John's believes in and promotes the following statement of values.  
We will be guided by these values in our decision making and in all our activities.***

**Values**

***Respect for Persons*** - We respect the dignity of all persons.

***Caring Community*** - We believe that care is shown by the attitudes and actions of our health care community.

***Justice and Fairness*** - We are committed to most equitable allocation of available resources.

***Collaboration*** - We believe that communication, teamwork and partnerships are essential.

***Pursuit of Excellence*** - We are committed to providing the highest standard of care delivered in a learning environment.

Refer to the following rating scale when completing Part II	
Exceeds Expectations (E):	Performance substantially and consistently surpasses most of the defined expectations. This individual regularly contributes beyond current job responsibilities. Requires little or no direction. On new assignments, learning progress exceeds expectations.
Meets Expectations (M):	Performance substantially meets the defined expectations. (In some areas, results fully exceed the expectations whereas in others, they may occasionally fall short; however, the overall composite is solid performance.) This individual achieves all current job responsibilities. Requires appropriate direction. On new assignments, learning progress meets expectations.
Partially Meets Expectations (P):	Performance is in line with some defined expectations but not all. Progress is required in order to consistently demonstrate solid performance. Requires special managery attention and direction. On new assignments, learning progress partially meets expectations.
Does Not Meet Expectations (D):	Performance is lacking achievement in the defined expectations to a degree that cannot be allowed to continue. This individual does not achieve current job responsibilities. Constantly requires special managery attention and direction. On new assignments, learning progress does not meet expectations.

## PART IA

PERFORMANCE PLANNING  
Annual Objectives

OBJECTIVES	RESOURCES NEEDED	END OF PERIOD RESULTS	MANAGER'S COMMENTS
1. To coordinate Corporate and General Site nursing orientations. [on-going; monthly]			
2. Coordinate ACLS Programs			
3. Modify/Offer Medical Terminology Course			
4. <u>Event Coordination</u> - eg, • Transport Dangerous Goods • Central Supply Tech. course • inservice, etc - OTs.			
5. Coordinate production of EDUCATIONAL OPPORTUNITIES (monthly)			

6. Committee Work

- Corp. CPR

## PART IIA • OT Council - Education

- Learning Needs Assessment
- Corporate Nursing Orientation



Exceeds Expectations



Meets Expectations



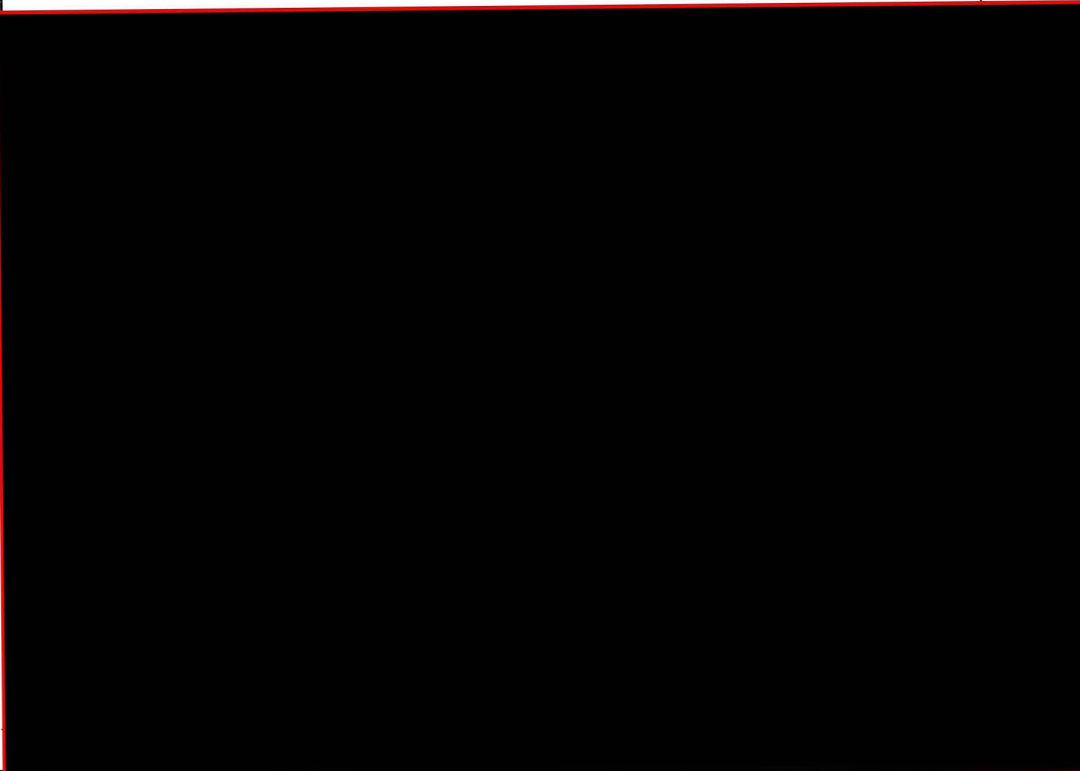
Partially Meets Expectations



Does Not Meet Expectations

7

**PERFORMANCE EXPECTATIONS  
(HOW WE WORK)**

PERFORMANCE EXPECTATIONS FOR ALL EMPLOYEES	COMMENTS WITH EXAMPLES
<p><b>Communication</b> <i>Rating</i> <input type="checkbox"/></p> <p>Listens to others, shares information and exchanges ideas in a way that enables complete understanding.</p> <ul style="list-style-type: none"><li>- provides communication that is timely, accurate, understandable and complete, in a way that respects others.</li><li>- establishes/maintains communication channels which encourage and promote accessibility and two way information flow.</li><li>- protects confidentiality of patients, staff and organizational issues.</li><li>- listens actively and clarifies understanding.</li><li>- demonstrates open and honest communication to support the values of the Health Care Corporation of St. John's.</li></ul>	
<p><b>Client Service Orientation</b> <i>Rating</i> <input type="checkbox"/></p> <p>Focuses one's attention on meeting the needs of the client.</p> <ul style="list-style-type: none"><li>- demonstrates dignity and respect for all individuals.</li><li>- recognizes internal and external clients.</li><li>- anticipates client needs and responds with appropriate solutions.</li><li>- looks for ways to improve processes for identifying and meeting clients' expectations.</li><li>- understands how their service and role impacts on the patients, families and coworkers.</li></ul>	





Exceeds Expectations



Meets Expectations



Partially Meets Expectations



Does Not Meet Expectations

8

**Team Work**

Rating



Works collaboratively with others to achieve common objectives.

- participates effectively as a team member by helping define and work toward achieving team goals.
- celebrates successful group performance, recognizing and supporting the efforts of individuals in the team through positive feedback.
- readily shares individual expertise and experience towards the achievement of group objectives.
- recognizes the merits of different points of view in finding solutions to work-related problems.
- works to effectively resolve conflicts directly with the team and the individuals.

**Development Focus**

Rating



A focus on improving the performance of yourself and others through giving and receiving feedback and continually learning.

- provides feedback to others in behavioural terms.
- seeks feedback on own performance from co-workers, team members, subordinates and manager.
- sets development goals for self; monitoring progress towards reaching goal.
- provides support to others in their development.

**Relationship Building**

Rating



Works to build effective relationships or networks of contacts with people who are, or might someday be, useful in achieving work-related goals.

- consciously works at building support with others with the aim of achieving work goals.
- establishes rapport easily.
- shares information and resources to help each other achieve organizational goals.
- builds a network of internal and external contacts.



E

Exceeds Expectations

M

Meets Expectations

P

Partially Meets Expectations

D

Does Not Meet Expectations

9

### Reliability

Rating

Can be counted on to deliver on commitments.

- committed to delivering what is needed when promised.
- can be depended upon to be at work punctually for scheduled shifts.
- recognizes the impact absenteeism has on clients (patients/ coworkers).

### Job Knowledge and Skills

Rating

Refers to the job knowledge and skills required by professional standards and competencies, which may be outlined in the job description.

*If required, please attach a list of specific job knowledge and skills.*

Some Examples are:

- problem solving/decision making and negotiation skills
  - presentation skills and project coordination
  - adult learning understanding
  - leadership
  - organizational skills - delegation
  - networking skills - training & development
  - report writing
  - group facilitation (understanding of theories/techniques)
  - consulting
- PART III - Current knowledge of national trends in Emerg. Cardiac Care.

### ADDITIONAL CONTRIBUTIONS

Part IV

COMMENTS

MANAGER	EMPLOYEE	OTHER CONTRIBUTORS

PART V

DEVELOPMENT PLAN \*

What are your development needs/interests

Specific Development Needed	Outline how the development relates to the needs of the Health Care Corporation of St. John's and the employee's current job or future development.

*Signatures and Dates: An employee's signature means that she/he has met with the manager to discuss this appraisal but does not necessarily mean agreement with the ratings or comments made.*

Nancy Parsons, Mar 19, 1998  
Employee Signature & Date

Shereesa 25 March '98  
Next Level of Management Signature & Date

SR 98 03 19.  
Immediate Manager Signature & Date

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Other Contributors Signature & Date