



Employee Development Process Reference Guide



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Summary of EDP Activities

These steps are intended to be a summary of what and how employees and management participate in the complete EDP process. For the implementation of the revised process current employees will complete the entire EDP then for their next participation follow the appropriate process according to their years of employment. (p. 10)

Please review the instructions below before beginning this process.

Step One	<p>You will be contacted when participation in the Employee Development Process is required.</p> <p>You will be informed of the documents you will need to complete.</p> <p>All tools are available on Inside BWH : Resources -Employee Development</p> <p>Please review the full guide to know what you are required to do and with what documents</p> <p>Timelines will be confirmed for completion of the following steps.</p>
Step Two (skip to step Four if you are a new hire)	<p>For the implementation of the revised tool during 2014-2016 all current employees will:</p> <ul style="list-style-type: none"> • Complete the Employee Competency Assessment Questionnaire – Employee Self Assessment • Meet with your manager to discuss your ideas and theirs
Step Three	<p>Draft a Personal Development Plan: This is done using outcomes of the assessment tool, other resources position descriptions, role accountabilities etc. (See p.9 + 10)</p> <p>Manager: completes the Employee Competency Assessment Questionnaire and prepares to share what development goals would be in the Personal Development Plan (PDP) for this employee</p>
Step Four	<p>Employee & Manager: meet and each bring their completed assessment and draft ideas for the Personal Development Plan and together electronically complete a Personal Development Plan to guide the employees learning</p>
Step Five	<p>Employee & Manager: Combine ideas and complete one electronic copy of the Personal Development Plan (PDP) and sign</p> <p>Manager: Captures the development ideas identified by the employee on survey monkey (electronic link on the PDP to a Survey Monkey document)</p>
Step Six	<p>Manager: Provide EDP documents to Human Resources, all assessments and PDP's</p>

Glossary of Terms

This glossary outlines many new or revised names, titles, terms and acronyms used in the BWH revised Employee Development Process. We hope it assists you as you work your way through this guide.

EDP: Employee Development Process

This process provides both informal and formal feedback from the employee's manager about the employee's strengths and offers ideas for continuous learning. Both the employee and the manager access a number of tools to assist them reflect on current performance and identify possibilities to strengthen the employee's effectiveness and development. The ideas for learning are development goals and are documented on a Personal Development Plan.

PDP: Personal Development Plan

The most important tool in the formal process is the documentation of a Personal Development Plan that serves as a map for the employee's development opportunities. The PDP is specific to each employee and should be updated as the need for other learning occurs.

TDS: Talent Development System

A comprehensive model that links all aspects of our employee programs, policies and procedures and activities. Our model is called our **Talent Development System (TDS)**.

PIP: Performance Improvement Process

A process to address issues where an employee is not meeting the expectations of their role. This is separate from the Employee Development Process and should be initiated by the manager at the time of the concern.

ECAQ: Employee Competency Assessment Questionnaire

A questionnaire that is completed by the employee and the manager to guide discussion and review goals and opportunities within the Employee Development Process. This tool highlights behaviours and expectations for each of the Bluewater Health Employee Leadership competencies (Transformation, People, Accomplishment). It provides ideas of areas of strength and possible opportunities for learning to be included in the employees Personal Development Plan (PDP).

Leadership Competency

- Competencies are the knowledge, skills, attitudes and behaviours that all employees are responsible for developing and applying to their work.

Bluewater Health has a set of Core Leadership Competencies (Transformation, People, Accomplishment) that describe the expected behaviours for **all employees**, as well as a listing of additional Leadership Competencies (Thinking Critically, Leading Effectively and Personal Effectiveness, Achieving Results) associated with formal leadership roles at BWH. Every employee has specific role expectations associated with their positions in their work areas/departments.

Management Competencies for BWH are modeled from the OHA Leadership Competencies and are assessed using individual assessment tools for Vice Presidents, Directors, Managers and Supervisors.

Introduction

Our philosophy is simple: ***Inspired people will create exemplary healthcare experiences for our patients and families, every time!*** Healthcare is constantly changing and Bluewater Health depends on every employee to learn, grow and perform at their best through all the stages of their career.

Building a workplace culture to support the continuous development of our employees requires a comprehensive model that links all aspects of our employee programs, policies and procedures and activities. Our model is called our **Talent Development System (TDS)**.

A core component of these activities is the **Employee Development Process (EDP)**, which provides you with tools and resources that support your development planning for a successful career with Bluewater Health.

The Employee Development Process can support you in:

- maximizing your potential in a current role
- adjusting to changes in a role
- transferring from one area to another area
- moving to a new role in BWH's leadership
- any number of choices made to best engage and maximize your skills and personal career goals



The Employee Development Process (EDP) is made up of three key components:

1. **ongoing development (feedback) conversations between you and your manager**
2. reflection and assessment of your current contributions and performance
3. creation of a Personal Development Plan (PDP) to support ongoing learning and development.

The Employee Development Process activities are designed to provide you with ongoing feedback and formally scheduled opportunities to discuss learning needs and opportunities. It is ***not a single conversation or annual assessment***; rather, it supports ongoing learning through conversations, self-reflection, input from others, and an evolving individual development plan that you can use from your first day of hire through to your last day of work with Bluewater Health. A variety of tools and resources such as competencies assessments, job descriptions, professional standards, learning records, etc. are used to help you assess your performance and identify development and learning opportunities that are meaningful to your career at BWH.

Employee Development Process

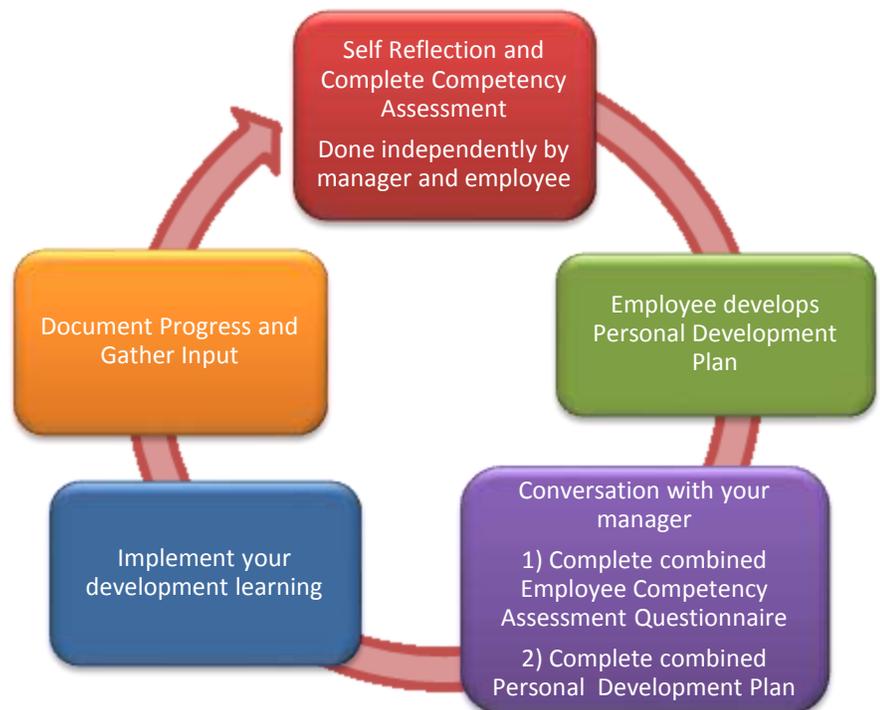
What is the Employee Development Process?

- A systematic way of providing feedback about your performance based on standards and competencies.
- A plan to ensure that you perform well, can manage new work, and can adapt to new information and technologies by a thorough and documented action plan (Personal Development Plan) that guides your learning and development based on identified strengths and possibilities for new learning.

The Employee Development Process (**EDP**) involves a number of activities and tools designed to help you and your manager engage in conversations that focus on supporting your personal growth and development.

The EDP activities include:

1. **Preparing** and gathering input to assist you in completing your competency assessments and identifying development opportunities.
2. **Identifying** development goals and completing a Personal Development Plan (PDP).
3. **Conversations** with your manager to share your successes, goals and identify possible resources for you.
4. **Follow up** conversations and revisions to the assessments and personal development plans.



The EDP process and the tools are designed to follow you throughout your career at Bluewater Health. As a result, timelines, requirements and related processes have been established to provide support and conversations to help you at the various stages or changes of your employment lifecycle.

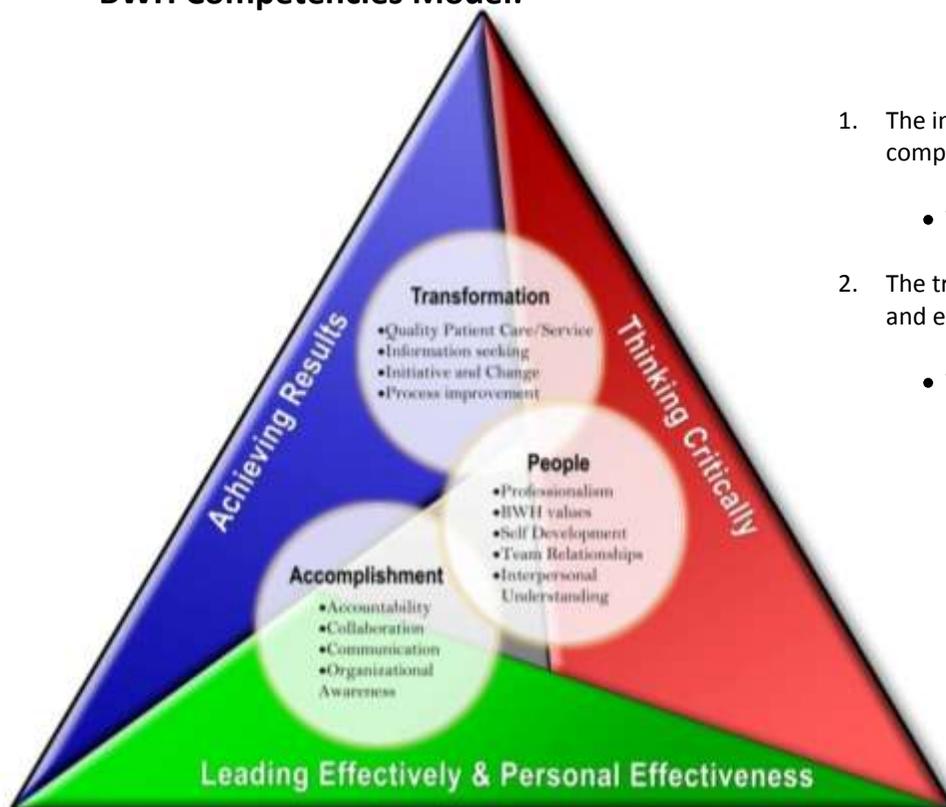
Employee and Management Leadership Competencies

What are Leadership Competencies?

- Competencies are the knowledge, skills, attitudes and behaviours that all employees are responsible for developing and applying to their work.
- Competencies help us look at what we do and how well we do it.
- Competencies help us understand expectations and measure our levels of performance
- Understanding your performance based on leadership competencies can help you develop in your current role and/or advance your career with BWH.

Bluewater Health has a set of Core Leadership Competencies (Transformation, People, Accomplishment) that describe the expected behaviours for **all employees**, as well as a listing of additional Leadership Competencies (Thinking Critically, Leading Effectively and Personal Effectiveness, Achieving Results) associated with formal leadership roles at BWH. Every employee has specific role expectations associated with their positions in their work areas/departments. The BWH Competencies Model looks at the full scope of performance by looking at position expectations and leadership competencies.

BWH Competencies Model:



Looking at the Diagram

1. The inner circles are the core and enabling competencies for all employees.
 - Transformation, People, Accomplishment
2. The triangular pieces introduce and align the core and enabling competencies for management.
 - Thinking Critically, Leading Effectively and Personal Effectiveness, Achieving Results

Bluewater Health Employee and Leadership Competencies

How do I use BWH Leadership Competencies?

At BWH we believe all employees can be leaders if they chose to be. . The successful demonstration of the core competencies makes each of us a leader within our own work and team relationships. Our concept of leadership is based on our belief that people come to work to do their very best, and appreciate feedback about their performance.

Competency assessment tools have been developed to outline the expected behaviours in each competency.

The competency assessment provides:

- Definitions of the core competencies.
- A series of statements that describe the competency skills and behaviours.
- A standard rating scale to help guide you in completing your assessment.
- A section to add stories and examples of how you demonstrated the competencies.

Your manager will complete the questionnaire and provide you with feedback about your performance and together you work towards a shared understanding of your performance and a personal development plan (PDP) that supports your ongoing learning.

Bluewater Health's Competencies

Tools

- ✓ Employee Competency Self Assessment
- ✓ Employee Competency Manager Assessment
- ✓ Employee Combined Assessment

Performance Improvement

It is important that we all receive the development support we need in a fair and consistent manner. Our Employee Development Process allows you to take ownership and accountability for your success as well as your development. **At times, issues may need to be addressed with an employee when they are not meeting the expectations of their role. This initiates a separate process: Performance Improvement Process.**

If you require additional performance support and enter into the Performance Improvement Process, please refer to the Performance Improvement Process Guide. Appendix C

Personal Development Plan

What is a Personal Development Plan? Appendix A

- A collaborative plan developed with you and your manager.
- A planning tool that helps identify your goals and career aspirations.
- An action plan that helps you achieve your goals.

Your Personal Development Plan (PDP) is the most important tool! Understanding your assessment and linking it to where you want to go takes time and thought. Think about your current and future direction. Take time to reflect on both your personal and professional success.

Ask yourself:

- What do my job and/or organization need from me?
- What do I need to do to remain current in knowledge and skills?
- What do I need to do to remain current with initiatives at BWH?

Reflect and get feedback:

- What do I do well and are there areas I would like to improve or learn more about?
- How do others perceive my work and do they have suggestions that will help me improve?



Feedback is

- A way to make a person or group aware of a behaviour that is observed
- Interpreting how that behaviour is affecting others
- Valuable and motivating

Your answers to these questions and the feedback and input you gather from others will help you begin to identify behaviours and skills for new or refreshed learning that will be most useful to you in both your current situation and in your future.

The next step is to plan specific actions that will help you develop and grow. There are resources that you can use to help you identify and determine what actions steps will best meet your development goals.

Resources

Healthcare is constantly evolving and it is important to be aware of the current issues and trends that may impact your performance in your current role or prepare you for new opportunities. Your Employee Development Process is dynamic and current, so make sure that you are checking current resources to ensure your Personal Development Plan is relevant and meaningful.

What resources should I be using in developing my PDP?

The resources that you choose to review will depend on how you answered the questions about your strengths and career aspirations and where you are in your employee career cycle.

For example, if you are new to your role, your development focus may be on learning all of the aspects of your new job. The resources you might want to review could include:



- Position descriptions
- Professional standards
- Onboarding and orientation plans
- Unit or department annual goals

Perhaps you have been in your position for a number of years and are looking for opportunities to contribute to hospital initiatives. The resources you might want to review could include:



- Bluewater Health 's Strategic Plan
- Standing committees, such as Healthy Workplace Team
- Best Practice Guidelines and the work of the team champions
- Developmental Ideas Reference Tool (DIRT)

New technologies or practice changes could require developing new skills so that you can perform well in your job. Resources that help identify internal and external learning opportunities may help you complete your Personal Development Plan:



- Skills or training opportunities
- E-learning, classroom courses
- Learning from colleges, associations, etc.

How do I get resources for my PDP?

- *Check Inside BWH for information about hospital initiatives and issues and committees*
- *Check for documents on Citrix*
- *Ask educators or Learning Services about education opportunities*
- *Attend your Lean Huddles and meetings to keep current*
- *Have conversations with peers, and leaders for feedback and input*
- *Keep a journal of your successes and issues*
- *Use documentation that you may be collecting for professional colleges*

Our Employment Development Process Timelines

The timing and the process requirements are dependent upon your current stage of employment within Bluewater Health’s Employment Cycle. There are three stages of employment: Probation, First Five Years, and After Five Years.

Your Bluewater Health Employee Cycle begins when you are hired and ends when you leave the organization. **It is an expectation that all employees will have scheduled performance conversations with their manager within a predetermined time frame.** This scheduled performance conversation will support the ongoing coaching and input you receive from your manager.

Your current stage of employment based on the BWH Employment Cycle will determine which activities you will participate in.

Category	Employment Stage	Tool(s) Used
New Hires (probation timeline determined by role and/or contract)	Start of probation	<ul style="list-style-type: none"> Personal Development Plan – Probationary focus
	Mid-way through probation	<ul style="list-style-type: none"> Personal Development Plan – Probationary focus
	Probation completion	<ul style="list-style-type: none"> Personal Development Plan First year of employment focus
First, Third, and Fifth Employment Anniversary	1 year employment anniversary	<ul style="list-style-type: none"> Employee Competency Assessment <i>Review and Update</i> Personal Development Plan Next two years of employment focus
	3 year employment anniversary	<ul style="list-style-type: none"> Employee Competency Assessment <i>Review and Update</i> Personal Development Plan Next two years of employment focus
	5 year employment anniversary	<ul style="list-style-type: none"> Employee Competency Assessment <i>Review and Update</i> Personal Development Plan Next two years of employment focus
After Fifth Employment Anniversary	7, 9, 11, 13, etc. . (2-year anniversaries)	<ul style="list-style-type: none"> Development Conversation Recognition of accomplishments & contributions to the team and the organization <i>Review and Update</i> Personal Development Plan

For Supervisors, Managers, Directors, and Vice Presidents, the EDP is completed biannually and includes the completion of the appropriate assessment survey **AND** review and update of the Personal Development Plan.

Accountabilities

As a valued employee of Bluewater Health, your development planning is a collaborative process. It is about ongoing conversations with co-workers and managers, as well as a scheduled performance conversation. The integration of the Employee Development Process into our day-to-day work life requires good documentation and records management, identification and planning for supportive learning opportunities and ongoing evaluation and monitoring of the process. Everyone must fulfill their role for the Employee Development Process to fulfill the goal of “empowering our people to be the best they can be”.

Employee

The following list describes your accountabilities as an employee:

- Participate in the process requirements specific to your current Employment Cycle.
- Collaborate with your manager and team to gather input and feedback.
- Review resources and documents to help add context and awareness of current BWH initiatives.
- Reflect on your performance and complete the Competency Assessment Tool and/or review your current Personal Development Plan.
- Meet with your Manager to receive coaching and input.
- Meet with your manager to review your Personal Development Plan and to have a performance and development conversation.
 - You will both sign the PDP to confirm that this meeting took place and that your development plan was reviewed.
- Implement the development goals as described and seek any assistance required as outlined in the plan.
- Identify new development goals and add to your PDP whenever any of the following occurs:
 - Your position, role or practice changes
 - New technology is brought in that is relevant to your role
 - You return after a leave
 - You feel you have additional goals or learning opportunities or career aspirations

Employee Development is:

- ✓ *a process not a tool*
- ✓ *about opportunities for continuous learning*
- ✓ *engaging in self-reflection and gaining insights from others*
- ✓ *celebrating strengths and contributions*

Manager Accountabilities

In addition to taking ownership of your personal accountabilities, it is important to be informed about the role your manager will play in your success. The following outlines the accountabilities your manager will have during each stage of your Employment Cycle, as well as additional areas of responsibility:

- Participates in the process requirements specific to your current Employment Cycle.
- Schedules meetings and ensures that you have guides and tools you need for the development conversations.
- Reflects on your performance and completes the necessary documents specific to your current employment cycle stage.
- Provides coaching and feedback.
- Recognizes and celebrates your contributions to the team and BWH.
- Collaborates with you on setting development goals and next steps for your PDP.
- Signs and provides copies of the completed tools for your personal records and for the Human Resources Department files.

Other Supports for the Employee Development Process

A support system is required for the Employee Development Process to provide timely, meaningful feedback and monitor progress. Several departments and key roles have accountabilities and can help answer questions for you during the process.

Human Resources

- Ensures that your Employee Development Process documents are kept in your Personnel File.
- Triggers the scheduling of EDP cycle by informing your manager of your upcoming employment anniversary date.
- Provides annual EDP completion rates for programs to the Vice President/Directors as well as to the Managers of each department.

Organization Development-Learning Services

- Collects a record of development needs identified during performance conversations.
- Facilitates the education of the EDP for new hires.
- Coordinates the evaluation of the corporate EDP process by identifying opportunities to improve. Next process evaluation: 2015.
- Keeps record of applicable education opportunities and shares during the educational planning process.
- Provides annual learning records for you and for managers.
- Performs formal evaluations of PDP.

Vice President/Directors

- Reviews annual compliance statistics and portfolio development needs to participate in identifying education needs specific to the portfolio, and organization wide.

Quality Committee of the Board

- Reviews indicators related to the Employee Development Process.

When do I start and what do I do?

Getting started with the process starts right away! The formal process follows the established timelines based on your employment life cycle at BWH. The steps are simple and the steps, tools and timelines have been provided in an attached reference chart. Whether you are participating in the process as an employee or a manager the process follows these basic steps.

G

Goal: Determine what you want to accomplish at this stage of your career. Write it down on your PDP.

R

Reality: Gather feedback and reflect on your current performance. Complete the competency assessments to help measure your progress.

O

Options: Plan your development by determining what learning opportunities are available to help you reach your goals. Write your plan down on the PDP tool.

W

Will do: Talk about the plan with your manager and follow up. Document your progress for ongoing conversations with your manager.



Grow as you go!

Your PDP is a dynamic, ever evolving plan – it starts during probation, and is reviewed and revised as you grow in your role through the first year. Your PDP follows your career and changes if you transfer or if your job requires new skills or changes.

“A goal without a plan is just a wish” – Antoine de-Saint Exupery

Cycle	Time	What the Manager Does	What the Employee Does	What HR Does
New Hires <i>Focus: (PDP) Personal Development Plans</i> Note: Probation timeline determined by role and/or contract	Start of Probation <i>Within the first month</i>	<ul style="list-style-type: none"> Ensures that you receive the Employee Development tools and guides Meets with you to review the Employee Development activities, cycle, steps, and tools Sets up a meeting to discuss your first PDP 	<ul style="list-style-type: none"> Reads the guides and tools to learn about the process and expectations Reviews resources about the job and reflects on current skills and experiences Completes the PDP to determine development needs through the probationary period 	
		Together, you share your ideas and confirm the key areas of development for the probation period. Both sign the PDP to confirm that the meeting took place.		
	Mid-way through probation	<ul style="list-style-type: none"> Keeps a copy of the PDP in personal records and forwards a copy of the signed PDP to Human Resources Consults with others (Clinical educators, mentors, etc.) and resources for input 	<ul style="list-style-type: none"> Keeps a copy of the PDP in personal records and updates progress 	<ul style="list-style-type: none"> Maintains the PDP in your personnel file and records the date for next conversation. Sends out reminder for next conversation.
		<ul style="list-style-type: none"> Schedules a conversation to give you an opportunity to ask questions, review your performance and plans. 	<ul style="list-style-type: none"> Reflects on progress and identifies any next steps Consults with others and resources for input 	
		Together, you review the current goals and progress and if necessary make revisions to better align with your needs.		

Cycle	Time	What the Manager Does	What the Employee Does	What HR Does
	<p><i>Probation completion</i></p> <p><i>Focus: Next year in the job</i></p>	<ul style="list-style-type: none"> Schedules your final probation meeting Reviews and comments on probation requirements, your successes and areas for ongoing development 	<ul style="list-style-type: none"> Reflects on progress and identifies development goals for next year Consults with others and resources for input and feedback 	
		<p>Together, you share your ideas and confirm the key areas of development for the next year. Both sign the PDP to confirm that the meeting took place.</p>		
		<ul style="list-style-type: none"> Keeps a copy of the PDP in personal records and forwards a copy of the signed PDP to Human Resources 	<ul style="list-style-type: none"> Keeps a copy of the PDP in personal records and updates progress 	<ul style="list-style-type: none"> Maintains the PDP in your personnel file and records the date for next conversation. Sends out reminder for next conversation.

Cycle	Time	What the Manager Does	What the Employee Does	What HR Does
<p>First Five Years</p> <p>Focus: (PDP) Personal Development Plans & Competency Assessments</p>	<p><i>1st, 3rd, 5th Anniversary</i></p>	<ul style="list-style-type: none"> • Sets up a meeting to discuss your goals and PDP based on your anniversary date • Reminds you of the Employee Development activities, cycle, steps, and tools • Completes the Manager Assessment of Employee Competency tool • Reflects on development opportunities 	<ul style="list-style-type: none"> • Reads the guides and tools to learn about the process and expectations • Gathers input and feedback, review resources and progress on previous PDP • Completes the Competency Self-Assessment • Completes the PDP to determine ongoing development and learning to support your performance and/or career goals 	<ul style="list-style-type: none"> • Maintains the PDP in your personnel file and records the date for next conversation. Sends out reminders for next conversation
		<p>Together, you share your ideas, collaborate on the competency assessment and confirm the key areas of development for the next two years. Both sign the PDP plan and submit to Human Resources with a combined competency assessment, or with both the manager and employee competency assessments if consensus cannot be reached</p>		
		<ul style="list-style-type: none"> • Keeps a copy of the PDP and Competency Assessment (s) in personal records and forwards a copy of the signed documents to Human Resources 	<ul style="list-style-type: none"> • Keeps a copy of the PDP and Competency Assessment in personal records and updates progress 	

Cycle	Time	What the Manager Does	What the Employee Does	What HR Does
After Five Years Focus: (PDP) Personal Development Plans	Every two years	<ul style="list-style-type: none"> • Sets up a meeting to discuss your goals and PDP based on your anniversary date • Reminds you of the Employee Development activities, cycle, steps, and tools • Reflects on development opportunities 	<ul style="list-style-type: none"> • Gathers input and feedback, review resources and progress on previous PDP • Completes the PDP to determine ongoing development and learning to support your performance and/or career goals 	<ul style="list-style-type: none"> • Maintains the PDP in your personnel file and records the date for next conversation. Sends out reminder for next conversation.
		<p>Together, you share your ideas, collaborate on the competency assessment and confirm the key areas of development for the next two years.</p> <p>Both sign the PDP plan and submit to Human Resources with a combined competency assessment or both the manager and employee competency assessments if consensus cannot be reached</p>		

Appendix A: Personal Development Plan (PDP)



BLUEWATER
HEALTH

Life, health and renewal.



Bluewater Health Personal Development Plan

for:

Name:	Position:
Department:	Employment Status:
Direct Manager/Supervisor:	Employment Date:

Accomplishments and Contributions Summary: To assist you to identify current development possibilities complete the self assessment summary. Your manager will discuss their summary of your accomplishments and contributions and will collaborate with you to recommend opportunities for education or experience that would strengthen your effectiveness.

1. Employee Self Assessment Summary:

- i. Share any accomplishments/contributions you have made over the past 2 years (committee, special projects, education attendance, mission moments, etc.) to your role and or your team.
- ii. Do you have examples of interactions, approaches or experience that you believe you have done something particularly well since your last development conversation? briefly share:
- iii. What you would like the opportunity to do, or do more of, to enhance your effectiveness?
- iv. If there were any development goals identified in your last Personal Development Plan (date) what progress have you made? What you are doing to reach your development goals and / or you career goals?
- v. Describe how your development activities have impacted your performance / effectiveness

2. Manager Summary Comments:

Share what you feel are this employee's key accomplishments since the last performance review.

- l) These are the key accomplishments / contributions I am aware you have made since we last reviewed your development goals.

Personal Development Plan: Outline the specific goals you feel will strengthen your performance, practice

Development Goal : What I want to develop/learn or continue to develop	Measurement The behaviours that will demonstrate progress (I may do more of/less of or continue	Timeline and Resources I can use to accomplish this goal	Summary (Progress from last PDP)

Career goal(s) If you have specific career goals and outline ideas of development opportunities that may assist you to accomplish this goal.

Signatures:

Employee: _____

Date: _____

Immediate Manager/Supervisor: _____

Date: _____

For Managers: Please take a few minutes to transfer the identified development goals from this PDP into the following repository. This repository of identified development and training needs will be used for education planning.

Steps

1. Click on the link below and complete the survey.
2. Hit the Done Button and you will be taken to Bluewater Health Home Page
3. Close the webpage (top right corner X) and you will return to this document
4. Save the PDP with the following filepath:
 - PDP {Department Abbreviation} {Employee Initials} {Year} eg. PDPODJC2013.doc
5. Save and provide copies as outlined in the Employee Development Guide

[Personal Development Plan Repository](https://www.surveymonkey.com/s/BWHDevelopmentNeeds)

If you have trouble with the link above, copy and paste this url in your web browser:
<https://www.surveymonkey.com/s/BWHDevelopmentNeeds>

Appendix B: Employee Competency Assessment Questionnaire (ECAQ)



Employee Name and Job Title:
Division/Department/Unit:
Direct Manager:
Reporting Period:

Part A: Demonstration of BWH Competencies and Values

Each of the core competencies: Transformation, People and Accomplishments, has enabling competencies that demonstrate the performance expected.

Please mark with an “x” the employee’s demonstration of the enabling competencies using the following definitions:

1. **Rarely** or never shows this behavior. **(0-30% of the time)**
2. **Occasionally**, shows this behavior. **(31-60 % of the time)**
3. **Often**, most of the time shows this behavior. **(61-90% of the time)**
4. **Always**, or to a very great extent, demonstrates this behavior. **(91 -100% of the time)**



- At the end of each Core competency section, share one or more examples that demonstrate the behavior or practice
- If you give a rating of **Rarely**, give examples to identify development goals that will assist the employee to be successful in demonstrating the performance expectation, and establish a date to meet to discuss progress.

This document should include the agreed upon scoring which was achieved during the employee development conversation between manager and employee and signed. All assessments and final Personal Development Plan are sent by the manager to Human Resources.

TRANSFORMATION:

The area of performance that demonstrates support of BWH's mission, vision and strategic goals; and commitment to quality patient and family-centred care, and/or, quality service.



Enabling Competencies:

- T1 Quality Patient Care /Service
- T2 Information Seeking
- T3 Initiative and Change
- T4 Process Improvement

Competencies	Indicator				
T1 Quality Patient Care/ Service	1.1 Demonstrates a genuine interest in understanding needs and takes personal responsibility for meeting these needs.				
	1.2 Understands the implications of errors for patients, customers and stakeholders				
	1.3 Monitors own work to ensure errors are not made or repeated				
	1.4 Follows standards of practice and processes to maintain delivery of quality patient and family-centred care or services				
	Overall Competency Rating	Rarely	Occasionally	Often	Always
	Mark with an "x"				
T2 Information Seeking	2.1 Seeks information to ensure awareness of changes or initiatives important to delivery of care or service				
	2.2 Asks questions for clarification from the appropriate source				
	2.3 Uses information to consider alternatives and possible consequences of decisions and actions				
	Overall Competency Rating	Rarely	Occasionally	Often	Always
	Mark with an "x"				
	T3 Initiative and Change	3.1 Constructively challenges the standard approach			
3.2 Open to new ideas					
3.3 Is self directed					
Overall Competency Rating		Rarely	Occasionally	Often	Always
Mark with an "x"					
T4 Process Improvement		4.1 Initiates opportunities to improve care or service			
	4.2 Participates in quality improvement initiatives, such as LEAN, that are designed to bring improvements forward				
	4.3 Gets others to improve care or service by encouraging improvement				
	Overall Competency Rating	Rarely	Occasionally	Often	Always
	Mark with an "x"				

1) In preparation for your conversation, consider examples that recognize your contributions in this area.

2) Is there any area that you would like to develop within the core competency of Transformation?

PEOPLE:

The area of performance that demonstrates ethical, interpersonal, professional practice, emotional intelligence, and self awareness.

Enabling Competencies:

- P1 Professionalism, Character, Integrity
- P2 BWH Values – Compassion, Accountability, Respect, Excellence
- P3 Interpersonal Understanding
- P4 Self Development
- P5 Team Relationships



Competencies	Indicator				
P1 Professionalism, Character, Integrity	1.1 Is a person of integrity which includes being trustworthy and counted on to follow through on commitments				
	1.2 Maintains professional boundaries with patients, families and customers				
	1.3 Adheres to legal and ethical standards				
	1.4 Gives recognition to those who deserve it, and does not take credit for others successes				
	1.5 Demonstrates commitment to BWH through professional demeanor, behaviour and appearance				
	Overall Competency Rating	Rarely	Occasionally	Often	Always
	Mark with an "x"				
P2 BWH Values Compassion Accountability Respect Excellence	2.1 Demonstrates respectful behaviours both within the team and throughout the organization in words and actions				
	2.2 Demonstrates common courtesies to all, showing compassion, concern, sensitivity and patience towards others				
	2.3 Accepts differences, respects the diversity of styles, culture and personal choices				
	Overall Competency Rating	Rarely	Occasionally	Often	Always
	Mark with an "x"				
P3 Interpersonal Understanding	3.1 Demonstrates awareness of verbal and non verbal cues of self and others				
	3.2 Remains calm in crisis				
	3.3 Is self reflective; is aware of the impact of their behavior on others				
	3.4 Listens and responds to people's concerns by altering own behavior in a helpful manner				
	Overall Competency Rating	Rarely	Occasionally	Often	Always
	Mark with an "x"				
P4 Self Development	4.1 Maintains the current level of knowledge and skills required for their role				
	4.2 Seeks out and participates in educational opportunities				
	4.3 Seeks and accepts feedback and learns from experiences in order to strengthen effectiveness				
	4.4 Does not back away from challenges				
	Overall Competency Rating	Rarely	Occasionally	Often	Always
	Mark with an "x"				

ACCOMPLISHMENT: The area of performance that demonstrates personal drive, achieving results (gets the job done). Improves the team’s performance, works with others, and efficiently and effectively uses organizational resources.



Enabling Competencies:

- A1 Accountability**
- A2 Organizational Awareness**
- A3 Collaboration**
- A4 Communication**

Competencies	Indicator				
A1 Accountability	1.1 Completes work in a conscientious, thorough, accurate and timely manner				
	1.2 Admits to mistakes				
	1.3 Meets quality, safety and professional regulatory standards, as applicable				
	1.4 Works effectively under pressure and is able to balance multiple priorities				
	1.5 Meets expectations related to attendance, punctuality and breaks				
	Overall Competency Rating	Rarely	Occasionally	Often	Always
	Mark with an “x”				
A2 Organizational Awareness	2.1 Adheres to BWH policies				
	2.2 Anticipates and takes action to minimize risk or disruptions to care or service				
	2.3 Appropriately uses resources to support BWH financial accountability				
	Overall Competency Rating	Rarely	Occasionally	Often	Always
	Mark with an “x”				
A3 Collaboration	3.1 Shares pertinent information and knowledge to assist others				
	3.2 When conflict arises, goes to the source to achieve a resolution in a manner that can lead to mutually beneficial outcomes				
	3.3 Speaks of others’ abilities/potential/contribution in positive terms, either directly to the individual (s) or to a third party				
	Overall Competency Rating	Rarely	Occasionally	Often	Always
	Mark with an “x”				
A4 Communication	4.1 Communicates the right information, in the right manner, to the right people, at the right time				
	4.2 Practices active listening skills				
	4.3 Promotes open, genuine, two-way communication				
	4.4 Maintains confidentiality/privacy				
	Overall Competency Rating	Rarely	Occasionally	Often	Always
	Mark with an “x”				

1) In Preparation for your conversation, consider examples that recognize your contributions in this area.

2) Is there any area that you would like to develop within the core competency of Accomplishment?

Signatures: (indicates both parties participated in the completion of this tool)

Employee

Immediate Manager/Supervisor

Date

Appendix C: Performance Improvement Plans (PIP)



BLUEWATER
HEALTH

Life, health and renewal.



PERFORMANCE IMPROVEMENT PLANS

Intent

A core belief with all of the activities in our Talent Development System is that we will support employee development. This means that employees are clear on their performance expectations and standards and are aware of changes that require new learning. It may also mean that their manager will have conversations with them if their performance is not meeting the expectations, standards or requirements for their role. From time to time, an individual may need specific, focused attention or additional learnings in order to be successful within his or her role. When this has been identified, a Performance Improvement Plan (PIP) will be initiated. *(These were formerly referred to as Learning Plans).*

Goal

The goal is to identify a specific element of learning that an individual requires and outline the specific steps they are required to follow in order to achieve this. Ideally, these learning goals may be tied to a professional standard as well as the Bluewater Health competencies. If an individual does not belong to a Professional

College, professional standards will be used as a reference for the learnings. Generally, a PIP will be initiated after a practice issue has been identified requiring immediate attention, or an individual would benefit by gaining specific experience in an identified area of practice or previous less formal attempts have been made to address the need. A PIP may or may not be associated with formal progressive discipline.

Elements

The PIP is a formal, documented process with clear goals, timelines and accountabilities. Components of the PIP may include, but are not limited to:

- Reviewing specific standards;
- Watching an education video;
- Reading particular publications;
- Successfully completing a specific exam;
- Remedial training;
- Written paper or oral presentation to supervisor or colleagues;
- Reviewing a policy;
- Reviewing a procedure;
- Reviewing a job process;
- Meeting with an appropriate professional or subject matter expert;
- Researching a particular topic or subject matter;
- Enhancing interpersonal relationships and/or professional demeanour;
- Formal mentorships



Process

When it is has been identified that an individual requires a Performance Improvement Plan, the manager will contact the Director, Interprofessional Collaboration & Student Relations. They will discuss: the identified issue, what has been done to date, and what is the desired outcome. Together, the Director and Manager will determine what must be included as part of the PIP and identify if a coach will be identified to support the employee as they complete the PIP. Where appropriate, a clinical educator or another professional may be involved.

The specifics of the PIP will be determined between the Director and Manager. The plan will clearly outline what is expected of the employee and when the required activity must be completed. The individuals identified as coaches or resources for the individual will offer guidance and support, as needed, throughout the process. The employee has full responsibility for the completion of the PIP within the prescribed period of time. The parties will sign the PIP.

A copy of the PIP will be maintained in the employee's human resources file.