



Employment, Performance Management

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Time to Read: 15 minutes

This Fact Sheet reviews some of the best practices for managing employees in the workplace.

Workplaces are best managed with clear expectations. Best practice is to establish and enforce expectations through workplace policies, accurate job descriptions, and regular performance reviews.

Workplace Policies

Workplace policies set out the expectations for the workplace as a whole i.e., how a particular workplace is meant to function. These policies must comply with the applicable law. Examples of workplace policies include those that cover:

- Overtime
- Leaves and time off
- Discrimination
- Bullying and harassment
- Privacy/confidentiality

Best practice is to provide all employees and volunteers (including Board members) access to workplace policies and to train them in the application of those policies.

Job Descriptions

Job descriptions set out the expectations for a particular position. A job description outlines the actual day-to-day responsibilities of a position and to whom the position is accountable (supervisor).

A job description may be as simple as a statement of what the employee in the position will be doing and to whom they will report (if anyone). It also guides the performance review process.

Performance Reviews

Performance reviews set out the expectations for a particular employee. A performance review evaluates how well an employee is performing the tasks set out in their job description. The purpose of a performance review is to both support a worker's strengths and to identify weaknesses.

Best practice is for performance reviews to adopt an objective standard for performance. An objective standard relies upon observable and measurable facts, rather than on opinions. For example, "submitted X number of reports" is an observable and measurable fact while "lazy and didn't do much" is an opinion.

Following a performance review, the law requires that employees are given the opportunity to improve weak performance or bad behaviour. Further, employers must give clear directions and warnings before taking any disciplinary action such as termination. Termination is covered in the Discipline Fact Sheet.