

## Employee Performance Development and Management Policy

---

<i>Topic</i>	Human Resources
<i>Authority</i>	Board
<i>Related Documents</i>	<a href="#">Collective Agreement between Wood Buffalo Regional Library and Canadian Union of Public Employees Local 2157-01</a> WBRL Reimbursement for Expenses Policy

---

Wood Buffalo Regional Library (WBRL) recognizes that skilled, trained, and reliable employees are vital to the success of our organization.

### Orientation and Education

#### Orientation and Onboarding

WBRL provides new employees with a general library orientation and department specific onboarding training to provide quality, consistent service to library patrons.

Managers or supervisors are responsible for orientation and onboarding. Orientation and onboarding include but is not limited to:

- The role of the WBRL in the community.
- The responsibilities and duties of the Regional Municipality of Wood Buffalo Library Board and employees.
- WBRL’s policies.
- WBRL’s Plan of Service and current goals and objectives.
- WBRL’s services.
- Specific training for the employee’s position.

WBRL provides each new employee with a new hire package that provides a high-level overview of personnel policies and procedures.

Managers or supervisors are responsible for providing new employees with job specific material including but not limited to procedures, brochures, and memos.

New employees must complete orientation and onboarding within their first three months of employment. Once complete, the Human Resources Generalist adds a record of the orientation and training to the employee’s personnel file.

#### Continuing Education and Development

WBRL sets aside a portion of the yearly budget to support employee development. Development may include:

- Seminars, Workshops, or Conferences.
- Programs and Courses.

The Director must approve employee development requests and expenses prior to enrollment. This includes completion and authorization of the Educational Assistance Request form and Education

Assistance Repayment Agreement form. The Director bases the decisions to approve or reject a request on:

- Approved budgets.
- Operational needs. (e.g., number of requests, time requests, appropriateness to work, etc.)
- Employee needs (compulsory vs. optional).

WBRL provides financial assistance for employee development within budgetary limits.

- WBRL reimburses compulsory development in whole.
- WBRL reimburses optional up to 80%.
- WBRL will take advantage of grant opportunities where applicable and would be a joint responsibility of both the employee and WBRL.

Budget is awarded on an annual basis. Funds cannot be carried forward and must be used in the calendar year.

When WBRL covers expenses, employees must provide sufficient proof of completion or a passing grade. Participants may be required to present an oral and/or written one page report of their experience.

- Director reports to the Board and, where appropriate, will brief employees.
- Library employees report as deemed appropriate by their manager, supervisor or the Director.

WBRL supports and encourages informal, ongoing sharing of information among employees as part of their development.

### Attendance

Regular employee attendance and punctuality is vital to WBRL's abilities to provide excellent and consistent services to the public. WBRL expects employees to report to their assigned work area as scheduled, on-time, and prepared to work. WBRL recognizes that employees may be absent due to illness, injury, or unforeseen circumstances. WBRL informs employees of the proper use of sick or other leaves, the requirement to maintain their work commitments, and their responsibility in reporting an absence.

Employees are expected to follow the WBRL Reporting an Absence procedure. It is the employee's responsibility to notify their manager or supervisor on the type of absence required when absent from work, regardless of cause, and an expected return to work date.

### Unforeseen Absences/Tardiness

If an employee is unable to report to work for a half or full day, they must report their inability to work to their manager or supervisor no less than one hour prior to the commencement of their workday, or in emergency situations, as soon as reasonably possible after work commences.

Absences where no contact was made by the employee will be recorded as an unauthorized absence and as taking leave without pay. Corrective action related to absences and tardiness will be managed through the Attendance Management program.

In the case where an employee is unable to arrive for work on time due to unexpected circumstances, weather conditions, flight cancellations, transportation breakdowns, etc. the employee:

- Contacts their manager or supervisor immediately and as reasonably possible before start of shift.
- Will be assessed as taking leave without pay unless criteria of other leave is met.
- May be offered the opportunity to make up the time lost, at the discretion of the Manager and if within the guidelines of the Collective Agreement between WBRL and Canadian Union of Public Employees Local 2157-01 (CUPE 2157-01).

It is the employees' responsibility to report to work on a regular, timely basis. If an employee is going to be late for work, which means arriving to work after the start of their scheduled shift, they must notify their manager prior to the commencement of their workday.

#### Attendance Management

Absenteeism has varying impacts and is felt directly by individuals, teams, and across the organization as a whole. Managers or supervisors should review employee attendance every six months to consistently manage attendance and follow through where absence triggers are identified. Attendance will be monitored with the overall goal of providing support to employees and, where required, ensuring improvement of attendance.

Absence triggers include:

- Any unauthorized absences i.e., any absence from work that not approved by the manager or supervisor
- Patterned absences where absences that recur as a "pattern," and may involve:
  - consistent first or last shift of weekly absences.
  - absences of days immediately before or after holidays.
  - or frequent absences that fall on similar days or times of the month.
- Excessive absenteeism:
  - Five incidents / 35 hours of sick leave in six consecutive months.
  - Nine incidents / 63 hours of sick leave in twelve consecutive months.
- Excessive tardiness (i.e., arriving to work after the start of a scheduled shift):
  - Nine incidents of tardiness in six consecutive months.
  - 14 incidents of tardiness in twelve consecutive months.
- Absences that create a hardship on the department:
  - Unavailability to work certain days or hours on a consistent basis.
  - Working part time hours when the department requires a full-time commitment.

Regular discussions between the manager or supervisor and the employee will give the employee a chance to explain their absenteeism and for all parties to better understand any factors the employee may be facing on fulfilling expected attendance requirements.

Circumstances surrounding an employee's inability to meet attendance obligations may vary. Managers or supervisors are responsible for addressing attendance issues with the employee and taking necessary corrective actions as outlined in the Discipline section of this policy and the Collective Agreement.

If a manager or supervisor discusses attendance issues with an employee and the employee feels their absenteeism will continue, employees have the option to access their annual leave or lieu time, or to request a leave of absence.

### Performance Evaluation

WBRL provides employees with ongoing verbal feedback about their job performance and summarizes that feedback on a periodic basis in the form of a written performance evaluation.

Employee performance evaluations occur:

- Annually, as well as,
  - on the completion of an employee's probationary period, an employee's change of position or promotion (trial period for unionized positions).
  - or completion of a performance improvement plan (PIP).

All staff are required to prepare, participate, and evaluate their performance. Managers or supervisors are responsible for evaluating the employees and volunteers they supervise. The Director is responsible for evaluating managers. The Regional Municipality of Wood Buffalo Library Board is responsible for evaluating the Director.

Managers or supervisors recognize and reinforce appropriate performance and behavior:

- Recognize good performance.
- Diagnose underperformance.
- Coach for performance enhancement.
- Coach for problem solving.
- Take formal corrective action when necessary.

Performance is comprised of the individual's day-to-day contributions and the results produced immediately or over time. It can be defined in terms of quality, quantity, and timeliness. An individual's performance should be assessed objectively taking into consideration established standards for acceptable job performance and the results produced against specific tasks, targets, and general job requirements. Behaviors and accountability are also key factors in job performance.

Performance evaluations:

- Evaluate performance and identify areas where improvements may be required.
- Facilitate mutual feedback and communication between the employee and the manager or supervisor.
- Develop or modify goals/objectives and the means to implement the goals/objectives.
- Determine training and development plans (if required).
- Maintain accurate job descriptions.

Annual performance process

- First Quarter:
  - Department review: goal setting completed and communicated to all staff.
  - Individual employee goal setting between employee and Manager/Supervisor.
- By end of second quarter: mid-year review.
- By end of third quarter: begin individual assessment.

- Fourth quarter: year-end review with employee and manager; final submission to HR and employee personnel record.

WBRL retains performance evaluations in employee records. WBRL provides a copy of the completed evaluation to the employee.

#### Library Director Evaluation

- The Board Chair and Policy and Administration committee are responsible for evaluating the performance of the Director in the fourth quarter of each year, using the approved evaluation instrument.
- Following the evaluation, the Board Chair provides a copy of the compiled evaluation to the Director and meets with the Director to discuss the evaluation.
- The Board Chair presents a report on the performance evaluation to the Board for approval.

#### Underperformance

Performance should be addressed in a timely manner. Supervision or Management should not wait until a performance review to discuss underperformance. The aim of such a discussion is to ensure that the staff member is aware that their performance is not meeting expectations, ascertain if there are any extenuating circumstances and agree on the steps to improve the staff member's performance by clarifying what must be done to bring it up to an acceptable level.

Identification of underperformance is measured on absolute basis and not relative to other employees. i.e., general job requirements (description), individual tasks and targets, and other established standards (e.g., behavioral imperatives or employee expectations).

#### **Factors contributing to underperformance**

Other factors must be considered to determine the cause of performance discrepancies so that appropriate intervention can be implemented. Underperformance occurs when the actual performance is unsatisfactory compared to the expected performance and can be identified at any time during the year. It may be based on:

- A specific incident.
- A series of events.
- When a significant portion of the individual's tasks and targets are not delivered to acceptable standards or expectations.

Signals and characterization of potential underperformance include:

- Accomplishing work below the volume or quality expected.
- Frequent or routine missing of due dates or deadlines.
- Failing to carry out directives and assignments.
- Inadequate cooperation with team members or supervision.
- Customer feedback clearly indicating performance is not up to agreed standards (i.e., complaints from those receiving services of the employee).
- Errors made in jobs done or work delivered.

*\*This list is not exhaustive and does not imply that an underperformer exhibits all indicators.*

It will be important to understand what organizational and individual factors contribute to the underperformance. Organizational factors are selection, information and tools, work processes,

resources, and feedback. Individual factors could consist of competencies, motivation, and non-work-related influences.

If underperformance is determined, and unable to be improved upon through coaching, then corrective action would be administered as per the Collective Agreement and this policy.

#### **Accommodation in relation to disability**

An employee can request accommodation when modifications, because of an ongoing or developed disability, may be required in the workplace or to an employee's day-to-day duties. WBRL works to provide reasonable accommodation, to the point of undue hardship, with intent to enable employees with disabilities to meet existing performance requirements.

#### **Discipline**

An employee's actions may result in misconduct or underperformance. When these issues are unable to be resolved through regular supervision and coaching, appropriate discipline will be administered as per policy and within the Collective Agreement guidelines.

Progressive discipline may consist of:

1. Step 1 – counselling.
2. Step 2 – first warning.
3. Step 3 – second warning.
4. Step 4 – suspension without pay.
5. Termination.

\*In cases of serious employee misconduct, the employee may be suspended or terminated without following the above process.

Consideration is typically given to the nature of the incidents or issues, factual details, the frequency of offences, and the employee's overall work record prior to issuing progressive discipline.

#### **History**

*Created: February 16, 2022.*

*Revised: February 15, 2023.*