



Hastings Highlands Public Library

Area: Human Resources
Policy Title: Performance and Discipline
Policy Number: HR-06

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Employees' work performance and achievements contribute to the operational and overall success of the library.

Section 1: Performance Reviews

While the term performance review suggests a focus on past performance, reviews also focus on on-going performance improvement and professional development. The performance review policy and process ensures objective and fair decision-making regarding promotion, disciplinary action and termination. It also ensures that expectations and performance standards are met.

1. The Hastings Highlands Public Library has an annual performance planning and review system for all employees.
2. It is designed to:
 - a) allow for open and ongoing communication between the staff member and CEO
 - b) align employee performance objectives to library goals
 - c) establish a clear understanding and agreement on job responsibilities and the competencies required to fulfill the job
 - d) allow for regular feedback on performance
 - e) determine what the staff member needs to do, as well as the support needed, in order to succeed
3. General guidelines to be followed:
 - a) the performance review should be conducted in a formal and private setting with the employee, CEO and a Board member. A union representative may attend if requested by the staff member.
 - b) the employee should be given advance notice of the review in writing (including a copy of the appraisal form) in order to prepare a performance self assessment

- c) the employee's strengths should always be acknowledged and good performance reinforced
- d) weaknesses should be discussed and an action plan should be created outlining steps to be taken for improvement.
- e) if the employee has a conflict or concern with the review, this should be documented on the review. One copy will be given to the employee and the other copy filed in the staff file.
- f) both the employee and supervisor comments should be recorded on the review form

Section 2: Problem Resolution and Discipline

The library promotes fair and constructive treatment of unacceptable conduct or work performance. A progressive discipline process is intended to improve performance and behaviour.

1. In all cases, a staff member is made aware of a performance or behavior problem promptly and will receive both verbal and written expectations to ensure that he or she knows the standard expected.
2. The progressive disciplinary process is initiated for serious situations in which policies and procedures have been ignored or contravened, or a staff member's performance fails to meet acceptable standards.
 - a) *Step One: Verbal Warning* The CEO with a Board member discusses the situation with the staff member, specifying clear expectations and standards of performances, a plan of action to bring about the desired change, and a reasonable period of time for improvements. The staff member has the right to union representation.
 - b) *Step Two: Written Warning.* Should the problem continue after the time period specified in step 1, the staff member will be given a written warning. The staff member is advised that continued failure to improve the behavior could lead to further disciplinary action including possible dismissal. The staff member has the right to union representation.
 - c) *Step 3: Dismissal.* If the staff member fails to improve or if there is a recurrence of misconduct, the CEO prepares for termination. The staff member has the right to union representation.

Section 3: Chain of Authority

- a) The staff report any issues to the CEO.
- b) If issues are not dealt with satisfactorily, the staff may then contact the Board chair.