



EMPLOYEE PERFORMANCE EVALUATION

The On-Review process is for use regarding employee performance issues which are non-disciplinary. Misconduct by an employee initiates the progressive discipline procedures under the pertinent Collective Agreement or Management Non-Union policies. Both tracks can lead to dismissal.

It is important to remember that behaviour and attitudes can change if a person is sufficiently motivated to change them. Achieving this motivation in the employee is a prime concern of a supervisor dealing with poor performance, as well as giving direction about what is expected and providing regular feedback on performance.

Lack of discussion about performance and expectations between supervisor and employee can be a contributing factor to unsatisfactory performance. Therefore, discussion between supervisor and employee is crucial in attempting to correct poor performance as soon as it appears.

Procedures

Site Level:

1. If poor performance becomes evident:
 - a. Specify verbally what is deficient and the improvements expected.
 - b. If poor performance persists, prepare a written appraisal specifying the deficiencies and the date by which improvement is expected and meet with the employee. The supervisor should give sufficient time for the employee to take corrective action to improve performance.
2. The On-Review process is triggered when performance issues are not corrected as contained in the applicable performance appraisal document. Once the supervisor and employee meet again at the date specified and it is determined that behaviour and/or performance still needs improvement, the matter is referred to the applicable Director together with documentation of the steps taken to date and any recommendations.
3. Human Resources will issue a letter to the employee advising of their On-Review status. HR staff will then initiate the following procedures.

District Level:

4. HR, Employee, and Union Representative will meet to discuss the performance. The applicable Director may also be involved. They will problem solve and gain commitment for change within a specified time frame. Subsequently, a letter is then issued to the employee summarizing the meeting and expectations. If the

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behaviour or performance is corrected during the time frame, the employee comes off review and a letter is given. If the behaviour or performance is not corrected, then the process proceeds to 5.

5. Repeat 4. If the behaviour or performance is corrected during the time frame, the employee comes off review and a letter is given. If some improvement is noted, this step may be repeated and/or continued for a lengthier timeframe at the discretion of HR. If no improvement is noted and the behaviour or performance is not corrected, then the process proceeds to 6.
6. Written Warning – A letter is given to the employee advising of expectations and time frame for correction. During this time HR should consider possible other options for the employee, if appropriate, such as training or transfer to another position. If the behaviour or performance is corrected during the specified time frame, the employee comes off review and a letter is given. If the behaviour or performance is not corrected, then consideration is given to possible other options available or advisable. If none, then the process proceeds to 7.
7. Termination – A letter of termination (non-disciplinary) is issued to the employee.

Reference

- Applicable Collective Agreement article(s) pertaining to termination for cause
- AD-2602 Managing Unsatisfactory Performance
- ASD-W 250-15 Employee Performance Evaluation and Appendix A - Employee Growth Process