



**Policy Code – Version: H22-V1**

**Policy Name: Performance Management**

**Approved** by motion of Board on

April 24, 2017

**Cross Reference**

H19 - Discipline, Suspension & Dismissal Policy

**Related Forms**

Performance Management Procedure

**Policy Statement**

1. The Performance Management Process is designed to provide employees with clarity regarding performance expectations, identify resources and support services, provide a reasonable time period to demonstrate improvement and possible consequences for failure to improve performance.
2. Performance Management documentation will become source documents in support of decisions that include staffing, compensation, dismissal, promotion, training and development, and human resources planning.
3. While the Performance Management process is in effect, the employee will not proceed with the Performance Appraisal process, until such time as the performance deficiencies identified in the Performance Management process have been resolved.
4. The General Manager is responsible for initiating the performance management process, and to ensure the process is followed as designed.
5. An employee's failure to rectify performance deficiencies may lead to termination of employment.

## Procedure

1. Prior to commencing the Performance Management process, the employee will meet with the GM or the AGM. The intent of this meeting is to identify performance deficiencies, and provide the employee the opportunity to improve performance prior to preparation of the Letter of Concern
2. When it has been determined that an employee will be participating in the Performance Management process, a Letter of Concern will be issued to the employee. The Letter of Concern will specify those areas of unsatisfactory performance, a description of the improvement that is expected, suggested resources and support services as well as a reasonable time period to demonstrate improvement and possible consequences for failure to improve performance. A meeting will be held to discuss the Letter of Concern.
3. As included in the collective agreement, an employee will have the right of OSSTF representation at any meeting with respect to performance management. Up to 24 hours will be allowed for the employee to secure OSSTF representation, and during this time, no further discussion of the matter will occur between the evaluator and the employee, or any agents of the employer and the employee.
4. Within 30-60 days of the employee receiving their Letter of Concern, the AGM or the GM will formally review the employee's performance. Where the employee does not demonstrate any significant improvement in addressing the identified performance deficiencies, the employee will be placed 'on review status'.
5. While under review status, a weekly review of the employee's activities and progress will be undertaken by the AGM or the GM. The expectation is that the employee will show gradual improvement week over week.
6. Within 30-60 days of the employee being placed 'on review status', the AGM and GM will determine if the employee has adequately addressed performance deficiencies. If the AGM or GM determines that the employee continues to demonstrate performance deficiencies, the GM will promptly prepare a written recommendation to terminate the employee's employment for the OSTA Board of Directors. The Board of Directors is responsible for terminating employees as per H19 Discipline, Suspension and Dismissal Policy.

7. Employees whose performance deficiencies which have been previously addressed through the Performance Management process will be subject to discipline and/or termination.