

PERFORMANCE

Background

The Division believes that all staff will perform their duties to a high level and as outlined in their position description.

When their performance is not satisfactory, the supervisor has a responsibility to:

- Inform employees of the areas in which their work performance needs to be improved.
- Provide employees with time to make the changes.
- Provide employees with honest, formal feedback in terms of their success at achieving the requested improvements.
- Inform employees of the degree of seriousness of the noted inadequacies.

When dealing with employees whose performance may be deemed to be unsatisfactory, it is important that supervisors follow set procedures to ensure:

- Employees feel that they are treated fairly.
- Supervisors demonstrate that they have followed “due process”.
- Decisions are based on sound information.
- Supervisors are able to demonstrate that they are adhering to our basic beliefs.

Procedures

1. Procedures must be followed when deficiencies exist in an employee’s performance, or there is possibility that some future job action may need to be taken.
2. The steps taken need to be reasonable and fit with the concept of “Progressive Discipline” or the steps outlined in the ATA Teacher Supervision & Evaluation document.
3. Supervisors must maintain a written record of the actions taken. The actions should progress from informal to formal as listed:
 - 3.1 Have an informal discussion of the problem with the employee.
 - 3.2 If this does not result in the desired changes, institute more formal discussions followed by memos that summarize the meeting.
 - 3.3 If this does not result in the desired changes, send a letter with a clear directive of required behavior, including a reasonable time frame to implement changes, and an indication of the consequences of failure to comply. A copy of this letter must be forwarded to the Assistant Superintendent - Human Resources, and included in the employee’s personnel file.
 - 3.4 If this does not result in the desired changes, discuss the matter with the Assistant Superintendent - Human Resources before any further action is taken.
 - 3.5 If the behavior is of a serious nature, supervisors may move directly to the more formal levels of discipline.

4. Clearly communicate the serious nature of their concerns:
 - 4.1 Set formal meeting dates and times. It is recommended that these meetings be held in the supervisor's office.
 - 4.2 If there are possible concerns about the reaction of the employee, a witness should be present.
 - 4.3 Have a clear written agenda before the meeting starts so all points are covered.
 - 4.4 Ensure that the employee has the opportunity to respond to the concerns.
 - 4.5 Make notes during the meeting or immediately after the meeting.
 - 4.6 Ensure that everything is dated.
 - 4.7 Clearly express all concerns to the employee.
 - 4.8 Clearly outline expected changes and the timelines to conform.
 - 4.9 Follow up with a memo or letter to summarize the meeting and to provide further evidence that the meeting took place.
 - 4.10 Steps may have to be repeated depending on the severity of the behaviors involved.
 - 4.11 Maintain a discipline file that contains all documentation, kept in a secure location to prevent unauthorized access or removal. Copies of all documents are to be sent to the Human Resources department.
5. Once a discipline file on an employee is opened, that employee has a right to access the contents of the file regardless of the location or type of file. Keep only factual observational data; avoid interpretations, opinions, and speculations.
6. For school support staff, contact the Assistant Superintendent - Human Resources before any discussions of termination of employment or declarations that an employee is surplus to the needs of the school. Keep in mind that a Principal does not have the authority to terminate the employment of any employee.
7. It is inappropriate to discuss the problem with other staff, or to generalize the problems of an individual to the entire staff by discussing the concerns at a staff meeting.
8. Concerns must be dealt with in a timely manner. The severity of the incident may help to determine what is appropriate.
9. When a complaint is received about a particular employee:
 - 9.1 Suggest that the complainant communicate directly with the person concerned.
 - 9.2 If this has been done without success or the behavior is of a serious nature, a meeting should be held to:
 - 9.2.1 Inform the employee of the complaint, and
 - 9.2.2 Provide an opportunity for response.
 - 9.3 Employees have a right to know who is making such complaints. Supervisors are advised to avoid acting on anonymous information and to be cautious when a complainant is unwilling to give his/her identity.

Reference: Section 20, 60, 61, 96, 113, School Act

Related APs: Performance & Probationary Reviews - Support Staff (AP 433)

Amended: February 2018