

<b>STATEMENT of POLICY and PROCEDURE</b>			
Manual:	O'Keefe Ranch and Interior Heritage Society	OKR No.	<b>5.03</b>
Section:	Human Resources	Approved:	May 24, 2018
Subject:	<b>Performance Planning and Management</b>	Amended:	
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Approved by:		Dated:	

## **1 POLICY**

- 1.01 All employees are expected to behave in a manner that is legal, ethical, free from conflicts of interest, respectful of others and free from harassment. Employees who do not behave in this way will be subject to disciplinary measures up to and including dismissal.
- 1.02 All employees are expected to respect the standards of O'Keefe Ranch and Interior Heritage Society with respect to hours of work and work schedules, modes of dress, use of appropriate language, adherence to policies and use of business equipment for business purposes. Employees who do not respect these standards will be subject to disciplinary measures up to and including dismissal.
- 1.03 During their probationary period, probationary employees will have the opportunity to demonstrate that they can behave in an appropriate manner and respect the standards of O'Keefe Ranch and Interior Heritage Society as outlined above. Those who cannot or will not meet the organization's expectations for behaviour or job performance may be terminated at any time during the probationary period.
- 1.04 O'Keefe Ranch and Interior Heritage Society reserves the right to terminate an employee without notice at any time with cause. The term "with cause" refers to situations where an employee has broken the bond of trust between employer and employees by behaving in an illegal or unethical manner.
- 1.05 In all other cases, O'Keefe Ranch and Interior Heritage Society will provide notice or pay-in-lieu of notice when terminating an employee. Notice will be two weeks plus one week for every year of service beyond two years.
- 1.06 Terminations are not always because of poor performance and may be for reasons of affordability, change in business requirements or other changes of circumstances. In these cases, O'Keefe Ranch and Interior Heritage Society will endeavour to provide as much notice as possible to the employee.
- 1.07 Terminated employees will be paid for vacation earned but not taken, and any pay or overtime earned to the date of termination in addition to the notice period.
- 1.08 All employees shall have the opportunity to discuss performance plans with

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their supervisors a minimum of once per year.

- 1.09 Employees are expected to provide their supervisors with reports on progress towards their performance plan a minimum of four times per year.
- 1.10 Annually, supervisors are required to produce and review with employees written assessments of employee performance and contribution, as well as skills and potential. Performance plans and reports along with annual reviews will become part of the employee record for a period of not less than three years.

## **2 PURPOSE**

- 2.01 The purpose of this Statement of Policy and Procedure is to state organizational expectations with respect to employee behaviour as well as to establish standards for performance planning and reporting.

## **3 SCOPE**

- 3.01 This policy applies to all employees.

## **4 RESPONSIBILITY**

- 4.01 It is the responsibility of the employee to understand and adhere to organizational expectations with respect to behaviour.
- 4.02 It is the responsibility of all managers to provide links between the organization's business plan and the employee's individual performance plan and to ensure that individual performance plans are produced.
- 4.03 It is the responsibility of each employee to report regularly on their performance plan progress.
- 4.04 It is the responsibility of all managers to provide feedback and assessment on employee performance a minimum of once per year.

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## **5 DEFINITIONS**

- 5.01 **"Conflict of interest"** means a situation where an individual or a close relative of the individual has a personal stake in a particular decision or direction being taken by the organization and has some degree of influence over that decision or direction.
- 5.02 **"Harassment"** means behaviour that is intimidating, hostile or offensive and which may be perceived by an individual or group of individuals as denying them dignity and respect. This includes, but is not limited to physical contact, off-colour jokes, threats, comments about a person's mental or physical abilities and displays of offensive or derogatory material.
- 5.03 **"Disciplinary measures"** means verbal or written warnings, placing on probation, suspension with or without pay, demotion or termination.
- 5.04 **"Performance plan"** is a document outlining the performance objectives for an employee for a specified period of time.
- 5.05 **"Performance assessment"** is a written document providing formal evaluation of an employee's performance during a specified period of time.

## **6 REFERENCES and RELATED STATEMENTS of POLICY and PROCEDURE**

Provincial Employment Standards Act  
 OKR 2.04 – Ethics  
 OKR 2.06 – Strategic and Business Planning  
 OKR 5.01 – Human Resources Primer  
 OKR 5.02 – Recruitment, Selection and Orientation  
 OKR 5.04 – Volunteer Management  
 OKR 5.05 – Compensation and Working Conditions

## **7 PROCEDURES**

### **7.01 Performance Plan Development**

- (a) As soon as the departmental business plan is finalized, employees will be briefed on business plan objectives.

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- (b) Performance planning meetings will be scheduled with individual employees to discuss their planned contribution to the achievement of business plan objectives. At the performance planning meeting, an employee and his or her supervisor will reach consensus on:
  - (i) The employee's individual objectives for the coming period.
  - (ii) The measurement that will be used to determine achievement on each objective.
  - (iii) The appropriate frequency of performance reports to be provided by the employee to the supervisor.

#### 7.02 **Performance Reporting**

- (a) Periodically, with the frequency agreed to by employee and supervisor during the performance planning meeting, the employee will provide a report to the supervisor on each objective for the period.
- (b) The employee's supervisor will use this performance report as an opportunity to recognize achievement and to explore missed objectives.
- (c) A performance plan may be adjusted at any time if, in the judgment of the supervisor, conditions warrant it.

#### 7.03 **Performance Assessment**

- (a) Annually, or more frequently if deemed appropriate, managers will provide each employee with formal feedback on the strengths and weaknesses of their performance for the year.
- (b) The formal performance assessment will be used in the determination of employee pay increases, if any, for the coming year.
- (c) Employees will be asked to sign the performance assessment to demonstrate that they have seen it. An opportunity will be provided for each employee to challenge or question the performance assessment and be provided with an explanation of the reasons behind the assessment.

#### 7.04 **Skills Review and Development Plan**

- (a) Annually, or more frequently if deemed appropriate, the supervisor will provide to each employee an assessment of their strengths and weaknesses relative to the skills required for the job and any other skills for which feedback is requested.

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- (b) At the time the skills review is discussed, the supervisor and employee should discuss the employee's interests in and the employer's ability to provide development opportunities during the coming period.
- (c) The supervisor will document a development plan for both on and off-job development opportunities sought for the employee which may include any of:
  - (i) Vertical extension of job responsibilities.
  - (ii) Horizontal extension of job responsibilities.
  - (iii) Cross-training on other jobs.
  - (iv) Job shadowing opportunities.
  - (v) Coaching.
  - (vi) Training.
  - (vii) Educational opportunities.
  - (viii) Special opportunities.

#### 7.05 **Substandard Performance**

When an employee's performance is consistently below expectations, corrective action is required. It is the supervisor's responsibility to initiate action. It is the employee's responsibility to improve his or her performance.

#### 7.06 Steps to be taken in a substandard performance situation are as follows:

- (a) One or more discussions between the employee and their supervisor regarding
  - (i) Clarity of understanding of the performance objectives.
  - (ii) Clarity of understanding of the measurement and reporting requirements.
  - (iii) Clarity of understanding of circumstances which might be affecting the employee's performance and accommodation if appropriate.
  - (iv) Coaching to assist the employee in reaching performance objectives.
  - (v) Renewed or revised commitment on performance.
- (b) If substandard performance persists, a formal meeting between the employee and Operations Director which establishes and documents:
  - (i) The facts of the substandard performance and the steps taken to date.
  - (ii) The objectives and the measurement and reporting requirements related to the objectives.

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- (iii) An agreed-upon period of time during which the performance will be monitored closely.
- (iv) The possibility that continued sub-standard performance may result in demotion or dismissal.

The document should be dated, signed and retained on file.

- (c) If substandard performance persists, a second formal meeting between the employee and Operations Director which establishes and documents:
  - (i) Any progress on performance.
  - (ii) Areas of continued sub-standard performance.
  - (iii) A formal warning of the specific potential consequence of continued sub-standard performance.
  - (iv) An agreed-upon period of time during which the performance will continue to be monitored closely.
- (d) If substandard performance persists, a third formal meeting between the employee and Operations Director which implements the consequence identified during the second formal meeting.

#### 7.07 **Appeal on Performance Assessment or Disciplinary Action**

- (a)
- (b) All other employees are accorded the right to a review of their circumstances and the decision of Operations Director. The request for a review should be made in writing within one week of the action taken by the supervisor and the supervisor's manager should respond within two weeks of receiving the request. The decision of the appeal manager is considered final.

#### 7.08 **Termination**

- (a) Employees on employment contract complete their assignments at the end of the contract. O'Keefe Ranch and Interior Heritage Society will make every effort to provide advance notice of any intended extensions to employment contracts in recognition of the employee's need to provide for themselves beyond the term of their current contract.
- (b) Regular full-time and part-time employees are expected to provide a minimum of two weeks' notice of their intention to resign.

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- (i) Resignations should be in writing and hand-delivered to the employee's supervisor or in their absence, to the supervisor's manager.
- (ii) Employees are reminded that loss of any employee is difficult to absorb. Employees are encouraged to provide as much verbal notice as possible of their plans, which shall be recognized by O'Keefe Ranch and Interior Heritage Society as non-binding on the employee until provided in writing.
- (iii) Exceptions to the minimum two-week period may be arranged by mutual agreement between the employee and their supervisor.
- (c) In the case of a termination, on or before the last day of work, the employee will provide to the supervisor:
  - (i) Their passwords for all systems, documents and telephone mailbox.
  - (ii) Pass cards, keys and security codes.
  - (iii) All organizational material and equipment in the employee's possession, such as files, discs, computers, cell phones, etc.
  - (iv) The address to which the record of employment and final paycheque should be delivered.