



# CASSELMAN PUBLIC LIBRARY



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Policy Type:	Human Resources	Policy Number:	HR-11
Policy Title:	Professional Development, Performance and Discipline	Initial Policy Approval Date:	October 5, 2020
		Last Review/Revision Date:	
		Year of Next Review:	October 5, 2025

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Employees' work performance and achievements contribute to the operational, and overall, success of the library. Professional development allows employees to enhance their skills and meet the evolving needs of the library. Acceptable work performance includes not only skills to perform specific tasks but also demonstrating interpersonal skills, computer and internet skills, customer service skills, and engagement in self-directed learning.

## Section 1: Professional Development and Training

1. The Casselman Public Library supports the on-going education and training of all permanent employees through their participation at conferences, workshops and courses with designated funding in the annual budget.
2. All decisions will be based on the applicability of the education and/or training to the achievement of the Board's Strategic Plan. The CEO shall consider the employee's experience and job description, budgetary limitations, succession needs, and the employee's annual staff development goals which are set with employee input.
3. Employees may, on occasion, be required to participate in training or in-service education opportunities to ensure they are current with leading edge library practices. Employees shall be compensated for attendance at such training or education at their regular hourly rate of pay, with consideration made for travel time. Ongoing training and education may include in-service training on technology, readers' advisory, reference, cataloguing, customer service delivery, supervision and management, health and safety, and other best library practices.
4. Any employee who is interested in a specific job-related training or education session, workshop or conference must submit a written request two (2) months in advance. Shorter periods for such requests may be entertained based on availability of funds and scheduling implications. The training and/or education must be appropriate to the position or in keeping with the Library's projected succession needs. Following attendance, a report stating the benefits to the employee and/or to the Library may be requested. Sharing of the report at a staff meeting may also be requested by the CEO.
5. All applications for education and training opportunities should be discussed with the CEO prior to registration. Costs will not be considered if attendance is not approved by the CEO in advance.
6. To be reimbursed for expenses, employees must submit original itemized receipts (see HR-06 Payment for Job-Related Expenses).

## Section 2: Performance Reviews

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

1. Initial evaluations must take place at the end of the first three (3) months of employment. A successful evaluation at this stage is necessary for continued employment and progression from probationary status. Ongoing evaluations may take place during the probationary period to assist employees experiencing problems and to improve their performance.
2. After the initial evaluations, the library board has an annual performance review system which is designed to:
  - a) allow for open and ongoing communication between the employee and CEO or supervisor
  - b) **align employee performance objectives with 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 an employee needs to do, as well as the support needed to succeed
  - f) take into account accessibility needs and individual accommodation plans
3. General guidelines to be followed:
  - a) the performance review is conducted in a formal and private setting
  - b) the employee is given advance notice of the review (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 for development agreed upon
  - e) any conflicts or concerns of the employee with the review are documented
  - f) both the employee's and supervisor's comments are recorded on the review form

## Section 3: Complaints

Situations may occur where an employee believes that the fair and consistent application of a policy affecting him or her has not been followed. A complaint is defined as a claim that the library has violated a published policy in the way an employee was treated. Complaints related to harassment in the workplace follow process defined in **HR-07 Workplace Harassment and Discrimination**. For all other complaints, every effort shall be made to address the complaint fairly and promptly as follows:

- a) *Step 1. Informal Step.* In many cases, disputes over the application or interpretation of policy can be resolved through a discussion between the employee and the supervisor or the CEO. The employee should promptly bring the matter to the attention of the supervisor or CEO explaining the nature of the problem and the relief sought. A verbal response will be given in five business days. A written record of the response will be prepared.
- b) *Step 2. Formal Step.* If the matter is not resolved at Step 1, the employee may proceed by submitting a written statement to the CEO within five (5) days of receiving the verbal response for Step 1. This statement should outline the relevant facts that form the basis of the complaint indicating the policy that has allegedly been violated and stating the resolution sought. Upon the receipt of the written complaint the CEO will investigate and provide the employee with a written decision within ten (10) working days.
- c) *Step 3. Appeal.* If the employee is unsatisfied with the response from the CEO, the employee can submit a written request to the board chair for a hearing before an appeal committee of the library board. A three-member committee of the library board will hear the complaint and provide a written decision to the CEO based on stipulated facts and evidence presented at the hearing. The written decision will be reported to the CEO no more than twenty (20) working days after the conclusion of the hearing. The CEO will implement the decision of the library board.

## Section 4: Problem Resolution and Discipline

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

1. In all cases, an employee is made aware of a performance or behavior problem promptly and receives 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 an employee's performance fails to meet acceptable standards.

*Step One: Verbal Warning:* The CEO or supervisor discusses the situation with the employee, 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. A date is set for a follow-up interview.

*Step Two: Written Warning.* Should the problem continue after the time period specified in step one, the employee is given a written warning. The employee is advised that continued failure to improve the behavior could lead to further disciplinary action including possible dismissal.

*Step Three: Suspension.* If the employee's performance fails to improve or if there is a recurrence of misconduct, the CEO determines the need for and length of the suspension. After the suspension an interview will be scheduled to discuss the conditions of return to work.

*Step Four: Dismissal.* If the employee fails to improve or if there is a recurrence of misconduct, the CEO prepares for termination.

## Section 5: Termination

1. The library values a secure employment relationship with its employees. However, in circumstances where this relationship must be terminated, the library provides fair and reasonable treatment in accordance with the **Employment Standards Act** and common law practices.
2. The library considers the following grounds for termination:
  - a) continual absence without appropriate notification
  - b) failure to meet standards of performance after warnings and suspensions
  - c) an act of willful misconduct, disobedience or neglect of duty
3. Terminations are to be treated in a confidential, professional manner by all concerned.
4. Prompt notification to the staff will be given by the CEO that an employee is no longer employed by the Library.

## Section 6: Resignations and Retirements

1. The library expects an employee who is leaving to cooperate in a smooth transfer of responsibilities.
2. The library asks that an employee who wishes to resign give written notice of a period equal to the individual's annual vacation entitlement.

**Note: This policy is subject to the Municipality's regulations as described in the "Manuel du personnel". In case of discrepancy between the Library's By-Laws and the Municipality's regulations, the latter shall prevail.**