

	Title	Unsatisfactory Work Performance Policy
	Policy #	Staff – 11.1
	Draft Date	December 1, 2019
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	Revised Date	
	Owned By	Executive Committee

1.0 OVERVIEW

This policy deals with unsatisfactory performance of all employees of AMHA, except casual employees and employees within their probationary period.

2.0 POLICY

- 2.1 Where AMHA identifies unsatisfactory performance, AMHA will take action to address the performance issues. Action taken to address unsatisfactory work performance will be consistent with the principles of procedural fairness.
- 2.2 Where, over time, an employee has failed to achieve the standards set by the organization or has acted in a manner which is contrary to the required codes of conduct, they will be advised of the organization's requirements in these matters.
- 2.3 In order to maximize the potential of employees, it is important to provide feedback on the way they are undertaking their tasks, to coach them to achieve better performance on the job, and to counsel them when problems occur.

3.0 RESPONSIBILITIES

- 3.1 The Executive Committee is responsible for ensuring that:
 - 3.1.1 They consult with the each other on the Executive Committee and employees where serious performance issues arise, and especially where termination of employment is contemplated.
 - 3.1.2 All documentation is completed to ensure employees receive their correct entitlements upon termination of their employment.
 - 3.1.3 Employees are aware of the performance standards expected of them.

- 3.1.4 They discuss performance issues with employees as and when they arise and listen to any mitigating factors presented by the employees.
- 3.2 Employees are responsible for ensuring that they:
 - 3.2.1 Discuss performance issues or difficulties with the Executive Committee as and when they arise.
 - 3.2.2 Seek assistance in the performance of their duties, if necessary.
 - 3.2.3 Make every effort to improve their work performance where performance issues are raised.
- 3.3 Prior to commencing a formal work improvement performance process:
 - 3.3.1 The Executive Committee must attempt to informally discuss the unsatisfactory work performance issues with the employee.
 - 3.3.2 The Executive Committee must consider organizational or personal factors that play a role in the employee's unsatisfactory work performance and consider alternatives to the unsatisfactory work performance process to address the problem.
 - 3.3.3 Unsatisfactory work performance should be addressed as and when it arises to provide employees with support and assistance to improve their performance at the earliest opportunity.
- 3.4 Formal process:
 - 3.4.1 Where AMHA considers that informal attempts to address the employee's unsatisfactory work performance have been unsuccessful AMHA may proceed to manage the employee's unsatisfactory work performance through a formal process.
 - 3.4.2 Measures which may be used in the formal management of an employee's unsatisfactory work performance include, but are not limited to:
 - i. Increased supervision
 - ii. Changes to the employee's performance plan
 - iii. Mentoring
 - iv. Training and professional development
 - v. Increased feedback
 - vi. Coaching
 - 3.4.3 The formal process for the management of an employee's unsatisfactory work performance is:
 - i. Stage One – formal counselling
 - ii. Stage Two – formal written warning
 - iii. Stage Three – final written warning

Stage One – Formal Counselling

- i. The first stage of formal management of unsatisfactory work performance is formal counselling of the employee.
- ii. The employee will be advised of any consequences of not improving their performance within a reasonable period of time and of engaging in any further unsatisfactory work performance.
- iii. A written record of the formal counseling session will be placed on the employee's personnel file.

Stage Two – Formal Written Warning

- i. If the employee's work performance has not improved within a reasonable period of time following formal counselling in accordance with Stage One of the process set out in this policy, or if the employee engages in further unsatisfactory work performance, the employee will be given a formal written warning.
- ii. The formal written warning must indicate:
 - The standard of performance expected of the employee.
 - Where and how the employee is not meeting this standard.
 - The consequences if the employee fails to improve their performance.
 - A timeframe to meet the expected performance.
- iii. The written warning will be placed on the employee's personnel file.

Stage Three – Final Written Warning

- i. If the employee's work performance has not improved within a reasonable period of time following receipt of a formal written warning in accordance with Stage Two of the process set out in this policy, or if the employee engages in further unsatisfactory work performance, the employee will be given a final written warning.
- ii. The final written warning must indicate:
 - The standard of performance expected of the employee.
 - Where and how the employee is not meeting this standard.
 - The consequences if the employee fails to improve their performance, including that the employee's employment may be terminated by AMHA.

- iii. The final warning will be placed on the employee's personnel file.
- iv. At each of stages one, two and three of the formal process, AMHA will provide the employee with an opportunity to respond.

4.0 TERMINATION OF EMPLOYMENT

AMHA may terminate the employee's employment for unsatisfactory work performance if stages one, two and three of the formal process have been followed.

Notice of termination will be advised to the employee in writing and a copy of the notice will be placed on the employee's personnel file.