



### APPLICATION

- 2.1 This policy applies to all CFMWS employees.

### APPROVAL AUTHORITY

Chief Executive Officer (CEO) or delegate

### OPI

Chief Human Resources Officer (CHRO)

### ENQUIRIES

- 2.2 All enquiries on the interpretation and application of this policy are to be directed to the HRM or RMHR and when required, forwarded to the OPI.

### DEFINITIONS

- 2.3 The following vocabulary is referred to throughout the policy:

Probationary period (Stage probatoire) means the initial period of employment during which time the Employer determines if a newly hired employee is suitable for employment.

Assessment period (Période d'évaluation) means the period of assessment when an employee who has completed their probationary period is appointed to a new position with CFMWS.

### POLICY OBJECTIVE

- 2.4 The probationary or assessment period provides an opportunity for managers to assess an employee's knowledge, skills, abilities, competencies, and suitability for the position in which they have been appointed. At the same time, it allows employees to demonstrate their competencies and suitability for the position.

### GENERAL POLICY

- 2.5 It is the policy of CFMWS to ensure that all employees are able to satisfactorily perform all of the duties and responsibilities of their position and are suitable for employment with CFMWS, either when they are a newly hired or rehired employee or a current employee appointed to another position within CFMWS.
- 2.6 The length of the probationary or assessment period will be stated in the letter of offer or employment contract and is dependent on the skills and competencies required for the

position. The length of the probationary or assessment period will normally be:

- a. Category I Non-Unionized positions: Three (3) months;
  - b. Category I Unionized positions: As outlined in the applicable collective agreement;
  - c. Category II positions - as determined by the manager (ex: six (6) to twelve (12) months);
  - d. Category III positions: As determined by the CEO;
  - e. Temporary employees: The specified periods of employment or the normal probationary or assessment period for the applicable category of employment, whichever is shorter; or
  - f. Underfill appointment: The specific period of the underfill appointment followed by the normal probationary or assessment period for the applicable category of employment (assuming the successful completion of the underfill appointment); and
- 2.7 The manager with the delegated HR authority may elect to establish a longer probationary or assessment period in cases:
- a. where the Employer has pre-authorized a leave of absence from work for a notable period of time during the initial probationary or assessment period (ex: more than three (3) weeks leave of absence);
  - b. where the Employer will be unable to adequately assess the employee during the probationary or assessment period;
  - c. where the Employer and the employee pre-identify that there will be a delay in the employee satisfying the Bona Fide Occupational Requirement or Qualification (BFOR or a BFOQ).
- 2.8 The probationary or assessment period will be reviewed for its continued applicability when a probationary employee or an employee under assessment moves into another position during their probationary or assessment period.

## ASSESSMENT OF SUITABILITY

- 2.9 During the probationary or assessment period, the manager should ensure that the employee:
- a. knows the specific duties, responsibilities and requirements of their position;
  - b. is aware of the required standards of performance and appropriate conduct;
  - c. receives sufficient feedback regarding their performance, suitability and conduct, particularly when there is a requirement for improvement; and
  - d. receives appropriate training or guidance for the position.
- 2.10 The assessment of suitability should include an evaluation of the employee's:
- a. reliability and dependability, including attendance;
  - b. possess all of the associated competencies for the position;
  - c. ability to meet work requirements, including those associated with the workload; and
  - d. ability to adhere to established policies, procedures, practices and codes of conduct.
- 2.11 Managers can refer to the Employee Performance Counseling Policy for additional information on evaluating performance and providing feedback and performance counseling to employees.
- 2.12 If an employee engages in misconduct during their probationary or assessment period, the Discipline Policy will apply.

## SUCCESSFUL COMPLETION OF THE PROBATIONARY OR ASSESSMENT PERIOD

- 2.13 Upon successful completion of the probationary or assessment period, the employee should be presented with written confirmation of such.

## EXTENSION OF THE PROBATIONARY OR ASSESSMENT PERIOD

- 2.14 The manager with the delegated HR authority may elect to extend the employee's probationary or assessment period in cases where the employee has not yet demonstrated their suitability for employment during the initial probationary or assessment period but has demonstrated the likelihood of achieving the required suitability in the very near future.
- 2.15 Such an extension must occur prior to the end date of the original probationary or assessment period and should normally not be longer than the length of the original probationary or assessment period.
- 2.16 In cases of unionized employees, extensions may only be granted in accordance with the provisions of the collective agreement.
- 2.17 Examples of situations where extensions may be appropriate include but are not limited to the following:
- a. where the employee has been absent from work for a notable period of time during the initial probationary or assessment period;
  - b. where the Employer cannot adequately assess the employee during the probationary or assessment period; or
  - c. where the employee's performance is not yet at the required level but the employee has demonstrated the potential of achieving the required performance standards in the very near future.

## TERMINATION OF EMPLOYMENT DURING THE PROBATIONARY OR ASSESSMENT PERIOD

- 2.18 If an employee on probation does not meet the performance, conduct, competencies or suitability requirements for the position, the manager with the delegated HR authority may reject the employee on probation and terminate the employment of the employee on probation for unsuitability in accordance with the Termination of Employment Policy. In such cases, the employee is not entitled to notice or payment-in-lieu of notice.
- 2.19 In the case of an employee on assessment that does not meet the performance, conduct, competencies or suitability required and who cannot be returned to their former position or to position similar to their former position, the manager should consult with their HR office prior to termination.
- 2.20 Probationary employees whose employment is terminated by the Employer for no-fault reasons (e.g. elimination of position) are entitled to two (2) weeks advance written notice by the Employer, or the equivalent salary as payment-in-lieu of such notice.
- 2.21 An employee under assessment whose employment is terminated by the Employer for no-fault reasons (e.g. elimination of position) is entitled to advance written notice by the Employer, or the equivalent salary as payment-in-lieu of such notice as severance pay as outlined in the Termination of Employment Policy.

## AUTHORITIES

2.22 The levels of accountability are as follows:

- a. employees are responsible for demonstrating suitability for employment and ensuring they meet any BFORs, BFOQ and fundamental conditions of employment;
- b. Managers are responsible for:
  - i. ensuring that employees are made aware of position standards/requirements, complete appropriate training and given feedback when required and at least once a month during the probationary or assessment period,
  - ii. assessing performance, conduct and suitability,
  - iii. confirming to an employee when they have successfully completed their probationary or assessment period;
- c. Managers with the HR Delegation of Authority for probationary or assessment period matters are responsible for:
  - i. determining, in consultation with the HRM, whether an employee's probationary or assessment period should be extended, and
  - ii. determining, in consultation with the HRM, whether an employee should be rejected on probation or returned to their former position or to a position equivalent to their former position if the employee is under assessment;
- d. HRMs and RMHRs are responsible for:
  - i. providing guidance to managers on options to address unsatisfactory performance and assisting on the resolution of unsatisfactory performance matters, and
  - ii. monitoring the application of this policy; and
  - iii. carrying out compliance reviews to ensure proper application of the policy.

## REFERENCES

2.23 The following legislation is relevant to the content of this policy:

- *Canadian Human Rights Act*
- *Financial Administration Act*